

Agency Strategic Plan

Department of Historic Resources

Agency Mission, Vision, and Values

Mission Statement:

It is the mission of the Department of Historic Resources (DHR) to put Virginia's history to work through the identification, recognition, and preservation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources for the use and enjoyment of our citizens and communities.

Agency Vision:

We envision a future for Virginia where historic places are recognized and managed as valuable and irreplaceable economic, cultural, and educational resources for the benefit of individual property owners, and for the communities in which we live, play, and work. We envision DHR as a nationally recognized historic preservation and customer service agency that provides the tools and the leadership to inspire and assist property owners, developers, local governments and public agencies to ensure that Virginia's historic buildings, districts, sites and other historic properties are appropriately considered in public and private decision-making and effectively preserved and used for the benefit of our communities today and for many generations to come.

Agency Values:

- **Keeping our eyes on the prize**
Remembering at every step that historic resources are assets to be used to meet the changing needs of a vibrant society, not just preserved in isolation.
- **Respecting private property rights while promoting both private and public benefits.**
- **Honoring the diversity of Virginia's people and cultures and the contributions they have made to Virginia history.**
- **Encouraging balance in the lives of agency staff and in carrying out agency programs.**
- **Providing timely, courteous and quality customer service.**
- **Providing high quality of information and assistance, and making a determined effort to disseminate that information to agencies and individuals to use.**
- **Maintaining a high performance standard for individual employees and agency team.**
- **Managing and dealing with internal and external change in a constructive, effective manner.**
- **Making the most of technology to improve all aspects of agency services.**
- **Keeping our tools sharp through constant staff training and program re-evaluation.**
- **Working with public and private partners to stretch agency resources and improve effectiveness.**
- **Making thoughtful, well-considered decisions and recommendations.**
- **Treating each other, our partners, and our customers with civility, consideration, and respect.**
- **Taking the long view.**

Agency Executive Progress Report

Current Service Performance

A lean, dynamic, service-oriented agency, DHR helps citizens, agencies, and communities reach their historic preservation goals, and promotes the use of historic resources to build a better future for the Commonwealth of Virginia. DHR is a small agency with a large and complex mission and programs—and with high expectations

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for performance both internally and externally. Only some of this performance can be seen through numerical measures. For example, in SFY 2004 DHR:

- Added 5,636 properties to its historic resources inventory
- Registered 108 historic buildings, districts and archaeological sites
- Helped property owners rehabilitate 240 historic buildings to meet national standards—leveraging \$147 million in private investment
- Responded to 4351 requests for federal or state project review
- Provided on-site or remote research services to 4,840 public agencies, researchers, consultants, property owners, students, and private citizens
- Provided training to 1,130 property owners, developers, local planners, public agency officials, and community leaders
- Reached 19,187 students, tourists, and private citizens through history and environmental education programs, events and exhibits

But the numbers by themselves tell only a small part of the story. It is equally important to consider the role these actions play in the larger story of historic preservation's role in the economic and cultural vitality of Virginia communities, the complexity of the projects in which DHR plays a critical role, and the extent to which DHR leverages its limited resources through partnering with both the public and private sector. For example:

- Historic preservation using registration and rehabilitation tax incentives has proven to be the single most effective tool in successful urban revitalization. Projects leveraged through the state and federal rehabilitation tax incentive. Virtually every successful revitalization project in Richmond has been rooted in historic preservation. The same is true of revitalization of downtown Roanoke and other communities across the Commonwealth.

DHR helps respond to the effects of natural disasters on historic resources.

- Helping the National Park Service when Isabel flooded 90-years of archaeological collections and records stored at Jamestown and helping the Virginia Commonwealth University recover its archaeological collections and records from flood damage caused by Gaston
- FEMA has called DHR the “best SHPO in the nation” for its rapid response and comprehensive data in repeated flood events over the past two year

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Productivity

DHR productivity has increased greatly in recent years. As noted in several of the following sections, demand for historic preservation services has exploded in the past decade. For example:

- Rehabilitation Tax Credits – DHR has seen 3 times the number of applications, 5 times the number of completed projects, and 9 times the economic investment just since 1997 – a 346% increase with no increase in staff.
- Virginia Landmarks Register – DHR has helped property owners and localities register 2.27 times as many listings in 2004 as in 1997, with no increase in staff at either the central or regional offices.
- Historic Resource Inventory use by a wide range of customers – researchers, educators, consultants, property owners, and decision-makers – has increased 157% just since 2002 with no increase in staff.
- Environmental Review – In spite of agreements that substantially reduce the number of individual reviews, requests continue to range between 3500 and 4500 a year – with only 5 reviewers.

In addition DHR has undertaken several major initiatives as noted earlier including developing an award-winning website, creating its cutting edge historic resources inventory data-sharing system, and increasing its educational reach.

DHR has met these challenges in the face of shrinking staff levels (from 52 to 43) and budgets by streamlining operations, substantially increased use of electronic communications and web technology, and partnering with other public and private organizations. Only with the recent addition of 6 new positions to re-establish the State Archaeologist and procurement officer positions and to strengthen the easement and rehabilitation incentive programs, and the historic resource inventory data-sharing system, has the agency seen any increase in resources to fill staffing gaps or address rising demand.

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Major Initiatives and Related Progress

Virginia leads the nation in helping military installations integrate historic preservation and reuse of historic buildings as they meet the demands of the 21st century. In recent years, DHR has worked closely with military leaders:

- Making the most of historic buildings while modernizing thousands of housing units as Forts Belvoir, Eustis, Story, Quantico Marine Corps Base, and military installations across the state privatize military base housing. This massive, high profile project represents the first major overhaul of military housing since World War II.
- Helping the Navy balance preservation and interpretation of buildings important to telling the story of WWI as it revamps installations for 21st century warfare;
- Assisting Fort Monroe to recover from \$100 million of damage by Hurricane Isabel and to move forward with adaptive reuse of outstanding landmark buildings such as the Chamberlain Hotel and the YMCA building.

DHR envisioned and created a unique IT solution to managing and sharing information in its historic resources inventory with no new funds, relying on partnerships with VDOT, the National Park Service, and more recently with the Corps of Engineers.

- Combining the benefits of database and GIS, the “DSS” system is web-accessible, putting information on over 150,000 historic properties literally at the fingertips of public planners and decision-makers throughout the Commonwealth.
- FEMA relied extensively on this system to plan restoration efforts to communities with historic buildings and districts in response to hurricanes and floods over the past two years.
- DHR is committed to continuous enhancement of the data-sharing system itself and to the data it contains. In the past year we have created a new version of the GIS mapping interface that will make it much more usable for customers to get the information and create the reports they need. We are in the middle of long-range efforts to reconcile the paper records, database, and maps – updating information in the past year on all properties listed on the Virginia Landmarks Register or under easement and updating information for several localities.

DHR staff, either self-taught or with minimal training, created an award-winning website with hundreds of pages of information about agency programs, answers to preservation questions, interactive educational tools, downloadable forms and publications. DHR is the only state historic preservation program in the country that not only posts its board meeting notifications and minutes on its website, but also scans and makes all individual and historic district nominations available for public viewing prior to each meeting. Virtually all agency guidance is now available on-line saving staff time and money and making all agency programs and services as transparent and accessible as possible.

A major agency-wide initiative to focus attention on the rich diversity of Virginia history and culture has been thoroughly entrenched across DHR programs and making a real difference in the recognition given particularly to places that represent the contributions of African Americans, Native Americans and women. In the first two years that we have been formally tracking this initiative, DHR has added 41 historic properties to the Virginia Landmarks Register, leveraged 34 historical highway markers, and reached 34,572 people through educational programs that highlight Virginia’s rich diversity.

One final example of DHR’s diversity initiative, use of partnerships, and role in preparations for 2007 is the discovery of Chief Powhatan’s “capital” village on the shores of the York River in Gloucester County is a major, internationally acclaimed archaeological achievement that rivals the work at Jamestown.

- The site where Pocahontas is said to have saved the life of Captain John Smith, archaeological studies indicate that not only was this a major population center, it was clearly a major political and possibly religious center for decades or even centuries prior to 2007
- A model partnership among the private property owners, the Department of Historic Resources, and the College of William and Mary in full cooperation with the Virginia Council on Indians and the tribes descended from those people who first met the English on Virginia’s shores in 1607 – the first time Virginia’s Native Americans have been fully included from the very beginning of a major archaeology project.

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Virginia Ranking and Trends

Virginia has long been recognized as having both an abundance of nationally important historic resources and one of the leading historic preservation programs in the nation.

Virginia has ranked #2 in the nation for each of the last three years in the number of historic properties (and/or districts) successfully nominated to the National Register of Historic Places, rising from #9 in 1993. The number of historic properties registered annually in Virginia (most at the request of property owners and local governments) is almost double the numbers for Texas and California, nearly triple those for Wisconsin, North Carolina, Pennsylvania and Colorado, over four times the number registered by Maryland, Ohio, Kentucky, Michigan, and New Jersey, and five times the numbers for Florida, Oregon, Tennessee, Alabama, Washington and Mississippi.

Similarly, Virginia's Rehabilitation Tax Credit program consistently ranks #2 or #3 in the nation. Missouri and Ohio are currently our biggest rivals for 1st place. Missouri's rehabilitation tax credit is freely transferable, and Ohio has lots of old industrial sites that are being "discovered" and redeveloped. This trend represents major growth in rehabilitation of Virginia's historic buildings, since the state tax credit was added to the existing federal credit in 1996:

- 3 times the number of applications
- 5 times the number of completed projects
- 9 times the economic investment
- 359 applications in 2004 – up another 33% in one year

Virginia's historic preservation easement program is one of the most highly respected in the nation. DHR's policy board, the Virginia Board of Historic Resources, holds 384 easements on 358 properties as of June 2005—only Maryland holds more (560). In recent years donations range from about 10 to 25 a year.

FEMA and the Corps of Engineers and the Transportation Research Board of the National Academies of Science have praised DHR's Historic Resource Inventory Data-Sharing System as one of the most "cutting-edge" and beneficial environmental data systems in the nation.

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Customer Trends and Coverage

DHR customer base represents all of the individuals, agencies, and organizations that own, use, or otherwise benefit from the identification, recognition, and preservation of historic resources in Virginia's communities. These include customers who deal directly with the agency as they seek to register their historic homes and commercial buildings, seek guidance and incentives to rehabilitate buildings, to conduct research on Virginia history or to support sound private and public decision-making, or to use historic places to educate our children. They also include the travelers and citizens who experience the economic, cultural, and quality of life benefits of tourist attractions and destinations and of livable historic communities—both residential and commercial.

Key categories of these stakeholders in the appreciation, preservation, and use of Virginia's historic resources include: federal, state and local agencies; local community leaders; property owners; developers; Native Americans; students and teachers; museums; researchers, scholars, and consultants; archaeologists; tourists and businesses that rely on tourism; and the citizens who live, play, and work in historic buildings and communities made more livable by the quality, scale, and character of historic buildings and districts.

DHR's customer base will continue to broaden. Not only is Virginia's preservation and stewardship ethic deeply rooted, historic preservation has truly become part of the mainstream of the American economy and society. Increasingly, the value of historic preservation and archaeology will be better understood as part of the larger environmental and recycling movement. Historic property owners will become better organized and local governments will become more active in seeking our financial and technical assistance as they aspire to higher professional standards for planning and public participation

That trend can be seen in the dramatic increases in customer demand that DHR has already experienced in recent years. For example:

- Environmental Review—In spite of agreements that substantially reduced the number of individual reviews, DHR assisted 4351 projects under state and federal law in 2004
- Rehabilitation Tax Credits—DHR has seen 3 times the number of applications, 5 times the number of completed projects, and 9 times the economic investment just since 1997-- a 346% increase
- Virginia Landmarks Register—DHR has helped property owners and localities register 2.27 times as many listings in 2004 as in 1997.
- Historic Resource Inventory use by a wide range of customers—researchers, educators, consultants, property owners, and decision-makers—has increased 157% just since 2002.

Private property owner interest in donating preservation easements is expected to continue. As the number of easements grows so do the number of property owners that require DHR technical and review assistance as part of the Commonwealth's responsibility in accepting preservation easements. As properties change hands either through sales or inheritance, the customer base for easement properties also changes with many of the new owners needing greater assistance as they proceed with alternations. At the current rate we anticipate reaching our 2007 target of 400 easements within the next year.

Growth in both rehabilitation projects seeking tax credits and interest in easement donation has fueled the greater demand for listing on the Virginia Landmarks Register and the National Register of Historic Places. This trend can particularly be seen in urban areas where historic district nominations encourage greatly needed revitalization.

In addition to the exponential increase in sheer volume, DHR has seen considerable growth in the interest of African Americans, Native Americans and Hispanics in preservation issues. In the African American and Native American communities there is a strong desire to see the contributions of their ancestors recognized through registration, historical highway markers, and educational programming. A focus on the diversity of Virginia history and historic resources has become a strong point that cuts across DHR programs.

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State and federal budget reductions and reallocation for security post-9/11 is reducing the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office. The pressures have been particularly great on military agencies and installations to meet their stewardship responsibilities during a time of military conflict and when Congress has mandated privatization of base housing.

Future Direction, Expectations, and Priorities

The mix of population and economic growth in some parts of Virginia, while other areas experience economic stress, puts very different kinds of pressures on the historic resources of communities across the state. In areas of population and job loss or low growth, historic resources are both threatened by loss through abandonment and deterioration, yet sometimes preserved simply by the lack of building activity. Elsewhere, rapid urban and suburban expansion threatens rural landscapes and resources including archaeological sites, cemeteries, historic farms and battlefields. In urban centers historic resources are sometimes threatened by demolition and replacement, and at others recognized as valuable assets for community and economic revitalization. In addition, the occasional misuse or misperception of preservation tools in a relatively few instances, has led to ongoing challenges in the General Assembly and Congress that can potentially undermine some of preservation's best tools.

In this complex environment, DHR's role is critically important for the future of Virginia's historic resources. We expect the current level of demand to remain steady or continue to increase (though not so drastically) over the next five years. The trend for federal agencies to delegate responsibilities to state and local agencies and to applicants is expected to increase. The potential for high visibility conflict and the need for balancing complex resource, political and economic values will increase as Virginia's population centers continue to expand. As a result overall, the pressures on DHR's limited resources will also continue to grow.

In this light, agency priorities must include:

- Seeking funding and staffing needed to maintain high levels of performance and productivity, and to retain qualified, knowledgeable, and customer-oriented employees
- Providing timely and responsive service in all service areas
- Encouraging good stewardship of historic resources in both the public and private sectors
- Educating customers on the benefits of historic preservation and the tools that they can use to meet their own goals more effectively
- Using technology to provide accurate and timely data to decision-makers
- Using technology to inform citizens and agencies and to make DHR programs and services as transparent as possible

Continuing a focus on diversity and inclusiveness in all agency programs

Impediments

Impediments to DHR meeting its goals and objectives include:

- The growing complexity of historic preservation issues combined with possible threats to incentives and the legal tools that help ensure that preservation is considered in public decision-making.
- The growing discrepancy between rising demand and resources (funding and staffing) to meet that demand. Shrinking resources among our state, federal, local, and private partners.
- Increased administrative requirements and efforts to centralize state government activities that while of great importance in themselves also tend to draw resources and attention away from the agency mission, and
- Recruiting/keeping qualified staff in competitive market

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Agency Background Information

Statutory Authority

The Department of Historic Resources statutory authority for services supporting historic resource management arises from the Code of Virginia Title 10.1 Chapters 22 and 23. It also derives parallel authority as Virginia's State Historic Preservation Office under federal law through the National Historic Preservation Act of 1966 (as amended), related federal laws including the Native American Grave Protection and Repatriation Act and the Abandoned Shipwreck Act of 1987.

The Department of Historic Resources statutory authority for services supporting historic resource management arises from the Code of Virginia Title 10.1 Chapters 22 and 23. It also derives parallel authority as Virginia's State Historic Preservation Office under federal law through the National Historic Preservation Act of 1966 (as amended), related federal laws including the Native American Grave Protection and Repatriation Act and the Abandoned Shipwreck Act of 1987.

Specific authority for DHR products and services includes:

§ 10.1 Chapter 22 outlines the core responsibilities and mandates for DHR under state law.

§ 10.1-2202 calls on DHR

- to conduct a broad survey and to maintain an inventory of buildings, structures, districts, objects, and sites of historic, architectural, archaeological, or cultural interest which constitute the tangible remains of the Commonwealth's cultural, political, economic, military, or social history;
- to publish lists of properties designated as landmarks by the Board, to inspect designated properties from time to time, and periodically publish a complete register of designated properties setting forth appropriate information concerning those properties;
- With the consent of the landowners, to provide appropriately designed markers for designated buildings, structures, districts, objects and sites;
- to acquire and to administer designated landmarks and sites, or easements or interests therein;
- to aid and to encourage counties, cities and towns to establish historic zoning districts for designated landmarks and to adopt regulations for the preservation of historical, architectural, or archaeological values;
- to provide technical advice and assistance to individuals, groups and governments conducting historic preservation programs and regularly to seek advice from the same on the effectiveness of Department programs;
- to prepare and place, in cooperation with the Department of Transportation, highway historical markers approved by the Board of Historic Resources on or along the highway or street closest to the location which is intended to be identified by the marker;
- to develop a procedure for the certification of historic districts and structures within the historic districts for federal income tax purposes;
- to aid and to encourage counties, cities, and towns in the establishment of educational programs and materials for school use on the importance of Virginia's historic, architectural, archaeological, and cultural resources;
- to conduct a program of archaeological research with the assistance of the State Archaeologist which includes excavation of significant sites, acquisition and maintenance of artifact collections for the purposes of study and display, and dissemination of data and information derived from the study of sites and collections; and
- to manage and administer the Historic Resources Fund

§ 10.1-2204 et seq. charges the Board of Historic Resources (and through the Board extends those charges to DHR)

- to designate historic landmarks, buildings, structures, districts, objects and sites for listing on the Virginia Landmarks register;
- to establish and endorse appropriate historic preservation practices for the care and management of designated landmarks;
- to approve the proposed text and authorize the manufacture of highway historical markers;
- to acquire by purchase or gift designated landmarks and sites, or easements or interests therein;

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- to review the programs and services of the Department of Historic Resources, including annual plans and make recommendations to the Director and the Governor concerning the effectiveness of those programs and services;
- through public lectures, writings, and other educational activities, promote awareness of the importance of historic resources and the benefits of their preservation and use; and
- to apply for gifts, grants and bequests for deposit in the Historic Resources Fund to promote the missions of the Board and the Department. As staff to the Board DHR administers the Virginia Landmarks Register, Historical Highway Marker program, and Historic Preservation Easements.

§ 10.1-2206.1. establishes procedures for designating a historic district, landmark, building, structure, or site; National Register of Historic Places, National Historic Landmarks; historic district defined.

§ 10.1-2208. requires DHR to ensure that expenditures of state appropriations to nonstate agencies, whether private or municipal, for purposes related to the historical collections, historic landmarks, and historic sites of Virginia are consistent with the statewide plan for historic preservation as established by the Director and adhere to sound professional standards of historical, architectural and archaeological research in the planning, preservation, restoration, interpretation and display of such collections, landmarks, and sites.

§ 10.1-2211. charges DHR with the administration and disbursements of funds appropriated for caring for Confederate cemeteries and graves in 208 different cemeteries.

§ 10.1-2211.1. charges DHR with administration and disbursement of funds appropriated for caring for Revolutionary War cemeteries and graves in 71 cemeteries.

§ 10.1-2212. and § 10.1-2213 direct DHR to manage grants to historical societies, museums and similar organizations for historic preservation projects and operating funds.

§ 10.1-2214. charges DHR and the Virginia Marine Resources Commission with joint responsibilities to protect underwater historic property in Virginia submerged lands and to issue permits for any authorized recovery of historic artifacts from underwater archaeological sites.

§ 10.1 Chapter 23, known as the Virginia Antiquities Act, sets out DHR responsibilities for all archaeological sites on state controlled lands.

§ 10.1-2301 mandates that DHR

- coordinate all archaeological research on state-controlled land and in state archaeological sites and zones;
 - coordinate a survey of significant archaeological sites located on state-controlled land, and upon request, survey and officially recognize significant archaeological sites on privately owned property;
 - identify, evaluate, preserve and protect sites and objects of antiquity which have historic, scientific, archaeological or educational value and are located on state-controlled land or on state archaeological sites or zones;
 - protect archaeological sites and objects located on state-controlled land or on state archaeological sites or zones from neglect, desecration, damage and destruction;
 - ensure that archaeological sites and objects located on state-controlled land or on state archaeological sites or zones are identified, evaluated and properly explored so that adequate records may be made;
 - encourage private owners of designated state archaeological sites to cooperate with the Commonwealth to preserve the site; and
 - encourage a statewide archaeological education program to inform the general public of the importance of its irreplaceable archaeological heritage.
- The director is further charged with appointing a State Archaeologist to help fulfill these and other related archaeological mandates.

§ 10.1-2302 and 2303 in combination require a permit from DHR to conduct archaeological field investigations on

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state-controlled lands and retain rights of ownership for the Commonwealth of all artifacts found on such lands.

§ 10.1-2304. Authorizes DHR to designate archaeological sites and zones on private lands with the permission of the property owner and after consultation with the appropriate county, city or town.

§ 10.1-2305 requires a permit from DHR for the archaeological excavation of human remains and gravesites.

In addition to the above several sections of Code relating to local government authority cross-reference DHR's mandate to provide survey and planning data to local governments and use the Virginia Landmarks Register as the criteria for such state incentives as certain local property tax abatements.

Finally, § 58.1-339.2 establishes DHR's responsibility in providing guidance and assistance to property owners and developers to ensure that historic rehabilitation projects seeking a state tax credit meet appropriate professional standards.

Primary federal mandates include:

Section 101(b)(3) of the National Historic Preservation Act of 1966, as amended sets forth the responsibilities of the State Historic Preservation Officer and the State Historic Preservation Program, a federal role delegated to DHR as Virginia's State Historic Preservation Office. These responsibilities include:

- In cooperation with Federal and State agencies, local governments, and private organizations and individuals, direct and conduct a comprehensive statewide survey of historic properties and maintain inventories of such properties;
- Identify and nominate eligible properties to the National Register and otherwise administer applications for listing historic properties on the National Register;
- Prepare and implement a comprehensive statewide historic preservation plan;
- Administer the State program of Federal assistance for historic preservation within the State;
- Advise and assist, as appropriate, Federal and State agencies and local governments in carrying out their historic preservation responsibilities;
- Cooperate with the Secretary, the Advisory Council on Historic Preservation, and other Federal and State agencies, local governments, and organizations and individuals to ensure that historic properties are taken into consideration at all levels of planning and development;
- Provide public information, education, and training, and technical assistance in historic preservation;
- Cooperate with local governments in the development of local historic preservation programs and assist local governments in becoming certified pursuant to subsection (c) of this section;
- Consult with the appropriate Federal agencies in accordance with the Act on Federal undertakings that may affect historic properties; and the content and sufficiency of any plans developed to protect, manage, or to reduce or mitigate harm to such properties; and
- Advise and assist in the evaluation of proposals for rehabilitation projects that may qualify for Federal assistance.

In addition to these primary duties, DHR is required to meet requirements of the Native American Grave and Repatriation Act in the operation of archaeological research and collections management programs. DHR is also delegated responsibilities for managing historic shipwrecks under the National Abandoned Shipwrecks Act of 1987.

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Customer Base:

Customer Description	Served	Potential
General public and tourists	500,000	7,500,000
Historic attractions and museums	57	700
Local governments	45	164
Native American tribes, Virginia Council on Indian and other Native American groups	9	9
Non state agencies	200	300
Owners of historic properties	900	200,000
Preservation organizations and professionals	100	600
Scholars and researchers	300	2,000
State and federal agencies	82	250
Students, teachers and educational institutions (K-12--higher education)	1,500	2,000,000

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Anticipated Changes In Agency Customer Base:

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DHR does not track customer service by customer category. Therefore the agency does not have figures for numbers served or the potential for several key categories. See customer changes and trends below for information based not on customer category, but on service provided.

DHR's customer base will continue to broaden. Not only is Virginia's preservation and stewardship ethic deeply rooted, historic preservation has truly become part of the mainstream of the American economy and society. Increasingly, the value of historic preservation and archaeology will be better understood as part of the larger environmental and recycling movement. Historic property owners will become better organized and local governments will become more active in seeking our financial and technical assistance as they aspire to higher professional standards for planning and public participation

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Agency Products and Services:

Current Products and Services

Survey & Inventory – services to identify historic resources and make that information available for planning and decisions. This data is the foundation on which all other preservation services are based and which forms the foundation for local comprehensive planning, state and federal environmental and cultural resource review, and comparison and evaluation of historic significance.

Register – services to evaluate the significance of historic resources and list them on the Virginia Historic Landmarks Register and the National Register of Historic Places. Listing provides official recognition for such properties but places no restrictions on private property owners. Listing is also among the minimal criteria for access to public incentives such as tax credits and grants.

Rehabilitation Incentive Projects – services to property owners, developers and localities to ensure that projects seeking state and federal rehabilitation tax credits meet appropriate historic preservation standards

Historic Preservation Easements – services to property owners to accept and manage rights and responsibilities donated on historic properties

Review and Compliance – advisory review services to state, federal, and local agencies to help them meet their state and federal mandated responsibilities to identify and consider the effect of public actions on historic properties. This area also includes issuing permits for archaeological removal of human remains and DHR participation in permits issued by VMRC for recovery of historic artifacts from Virginia’s rivers and streams and by DCR for removal of human remains or artifacts from caves.

Education and Outreach – services to all customer groups to inform and educate about historic resources, historic preservation tools, and the benefits of historic preservation for citizens and communities

Historical Highway Markers – services to help research, write, edit and gain Historic Resources Board approval and VDOT placement of appropriate historical highway markers along Virginia’s roadways

Archaeology – services in all other program areas to promote and support identification, preservation, documentation, and interpretation of Virginia’s fragile archaeological resources

Archaeological Curation and Conservation – services to manage the state’s archaeological collections and make those accessible for research and educational purposes statewide

Technical Assistance – advice, guidance, on-site meetings and inspections, and other activities designed to help all customer groups meet a wide range of preservation objectives and to guide them through the relevant state and federal review processes.

Comprehensive Preservation Planning – Developing and implementing a statewide historic preservation plan, as well as providing information and technical assistance to support historic resources sections of local comprehensive plans

Certified Local Governments – a federal program of grants, services, and guidance to support local governments in their historic preservation planning, education, and compliance efforts

Grants to Historic Attractions – Funds approved by the General Assembly for restoration projects on historic properties owned by non-profit organizations for educational purposes. These projects are generally “bricks-and-mortar” restoration or for educational programming interpreting historic attractions under §10.1-2212 and §10.1-2213.

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Grants to Confederate Graves and Monuments—Funds appropriated by the General Assembly to maintain Confederate graves and monuments under §10.1-2211.

Grants to Revolutionary War Veterans Graves and Monuments—Funds appropriated by the General Assembly to maintain Revolutionary War Veterans graves and monuments under §10.1-2211.1. (Currently unfunded.)

Grant to Non-state Entities—Funds approved by the General Assembly for non-historic preservation grants to non-state entities for a variety of public benefits.

Management and administrative support—Includes general agency management, human resources management, grants administration, procurement, payroll, budgeting, financial reporting, and accountability.

Factors Impacting Agency Products and Services

Population growth and related pressure both for redevelopment of urban centers and expanding developing into the countryside. This growth both creates opportunities for use of historic preservation in community revitalization, and also putting enormous pressure on rural historic resources, battlefields, and archaeological sites. Such pressure is particularly evident in the corridors between Washington, D.C. and Winchester, Washington and Richmond, Richmond and Virginia Beach, and throughout northern Virginia, but is being experienced in various communities all across the Commonwealth. A combination of both continuing sprawl and redevelopment of urban areas places complex pressures on the historic resources that DHR is mandated to protect. The spread of roads, residential, commercial, and industrial development into traditionally rural areas impacts relatively pristine archaeological sites, battlefields, villages, farms, individual historic resources, and, small family cemeteries. Localities, public agencies, and private developers are seldom prepared to deal with the impacts their actions have on these resources. Trends toward urban redevelopment are most successful when they are rooted in rehabilitation and reuse of existing buildings. Both sprawl and urban redevelopment require greater educational and technical assistance from DHR in several inter-related program areas. The impacts of growth in both rural and urban areas affect all DHR historic resource management products and services. Critically needed are both professional and support staff to supplement regional office services, and to support the technical staff in the central office.

As already noted, customer demand for the full range of agency products has risen exponentially over the past decade and more. This puts increasing pressure on agency human and financial resources to meet the expectations for more service, delivered faster and better. For example:

Environmental Review—In spite of agreements that substantially reduced the number of individual reviews, DHR assisted 4351 projects under state and federal law in 2004

Rehabilitation Tax Credits—DHR has seen 3 times the number of applications, 5 times the number of completed projects, and 9 times the economic investment just since 1997-- a 346% increase

Virginia Landmarks Register—DHR has helped property owners and localities register 2.27 times as many listings in 2004 as in 1997.

Historic Resource Inventory use by a wide range of customers—researchers, educators, consultants, property owners, and decision-makers—has increased 157% just since 2002.

In spite of the clear demand and value of historic preservation and the programs developed to encourage and support public and private preservation efforts, there are occasional examples where either misuse or conflicts between competing interests lead to anti-preservation backlash or misguided attempts at reform that will do more harm than good. Two examples of these that form serious threats to preservation both in Virginia and nationwide are movements in both the General Assembly and Congress to limit open space and historic preservation easements and tax credits. Discussions are being held in Congress that

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seek to limit drastically the federal historic preservation review process and the ability of localities to use the criteria and fact of listing on the National Register of Historic Places as a tool to guide local government decisions. In each of these cases, a few instances of abuse could result in the loss or serious degradation of tools that have proven to be highly effective and beneficial for public and private interests alike – and for the recognition, preservation, and continued use of hundreds of thousands of historic assets across Virginia and the nation. The outcome of such discussions will have a major impact one way or another on the long-term health of Virginia irreplaceable historic resources and on the ability of DHR to be effective.

Expansion of web-based electronic government capacity and use of electronic databases and geographic information systems have the potential to greatly extend the efficiency and effectiveness of DHR's information-sharing and advisory functions – but only if the agency has the additional funds and staff to develop and manage such technological tools. The DHR historic resource inventory data-sharing system (DSS) is a national leader in the field of on-line environmental data, is critical to providing timely information to FEMA, VDOT, DEQ, the Corps of Engineers, local governments, and other key agencies, and is highly vulnerable. This cutting edge application was developed in partnership with VDOT, the National Park Service, and the Corps of Engineers, but is owned and maintained by DHR. Recent additions to the staff to manage DHR's nationally recognized historic resource inventory data-sharing system has greatly strengthened the agency's ability to provide those services.

However, the award-winning DHR website, which has become the agency's primary means of sharing basic information with its broad and varied clientele, is not in the state approved template and does not meet current VITA standards. DHR developed and maintains this website as a shared responsibility of several program staff, using highly "user friendly" software – none of whom are dedicated or trained webmasters. DHR lacks the staff and financial resources to convert this website to meet those added requirements and to maintain it once converted.

Environmental Review: State and federal budget reductions and reallocation for security post-9/11 is reducing the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office.

Easements: Easements donated to the state require perpetual management. As the numbers of easements continues to grow and as properties under easement change hands, both through inheritance and sale to new owners, the challenges of working with property owners to meet the conditions of each separate easement also increases. In addition, a 2002 amendment to the Code of Virginia § 58.1-513 allows the state tax credit for donation of easements to be freely transferred creating a market for easement donation credits similar to the market for rehabilitation tax credits, increasing the quantity of easement donations and opening the door to abusive and fraudulent transactions. This legal responsibility has grown far beyond the capacity of existing staff with a result that DHR is increasingly less able to monitor the status of properties under easement and to balance the easement requirements with the changing needs of private property owners. Critically needed is a minimum of 1-2 FTEs and related funding to manage this program effectively.

Education: The success of all DHR programs and services relies in large part to a well-informed customer base – both in terms of the benefits of historic preservation to education, economic development, tourism, and community revitalization, and regarding the existence and how to use various programs and "tools" to achieve those benefits. Thus, as with environmental education broadly, education is an integral part to the success of all mandated programs. Regional offices and staff within specific program areas

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incorporate the conduct of training key customer groups into their work efforts, but DHR has never had statewide educational staff to coordinate those efforts or to develop and deliver the broad-based programs comparable to all other Natural Resource agencies. Critically needed is a minimum of 1 FTE and related funding to coordinate a statewide preservation education program, and additional funds to produce the educational products (exhibits, workshops, teaching aids, etc.) comparable to those produced in other agencies.

Information Technology generally: As an agency whose primary function is to gather and share information and technical assistance regarding the preservation and use of historic properties, DHR has come to rely increasingly on technology—for communication, data storage and analysis. The agency has had no dedicated IT staff or budget since January 2002 as a result of ongoing budget reductions. The agency does not have funds to contract with VITA or other providers for the services it needs. Further, reliance on VITA still demands sufficient in-house IT expertise to make effective use of that support. Agency-specific applications are outside the scope of VITA as is the purchase and upgrading of basic IT equipment.

Grants: When administration of all state grants to non-state entities was transferred to DHR, the agency had a fully staffed administration division including a dedicated grants manager position. At one time DHR was administering an annual federal grant received from the National Park Service, 7-10 federal grants to Certified Local Governments, and several hundred grants to non-state entities and historic properties. Since that time the complexity of both state and federal grant requirements has increased, but both positions have been abolished in response to budget reductions. State grants to non-state entities and historic properties have also been eliminated. Since then the General Assembly has reinstated its grant program and funds for 230 new grants. DHR needs the grant manager position reinstated in order to administer these grant effectively and in compliance with state regulations.

Stewardship of state-owned historic properties: With the strong emphasis on natural and historic resource protection in the Virginia constitution (only education has equal or greater standing), it is incumbent on state agencies and institutions of higher education to provide leadership by example in their care of state-owned historic properties. Each agency should identify, evaluate, register, and implement a considered plan of action for the effective care and use of historic resources (above and below ground) held in trust for the citizens of the Commonwealth. DHR strongly supports and provides priority services for public agencies in carrying out these responsibilities, but notes that state laws and policies are weak and carried out inconsistently. The past few years have seen great strides in several areas including outstanding renovations of the Executive Mansion, the ongoing work at the Capitol and Patrick Henry Building, and ongoing negotiations with the City of Staunton to ensure the remarkable architectural and landscape treasures of the former Western State Hospital play an active role in the future of that community. At the same time, restructuring the administrative responsibilities of institutions of higher education places at risk both state-owned historic properties and historic properties in the path of planned university expansion. Processes need to be in place to continue the trend for state agency and educational institution stewardship to ensure that those agencies and institutions adhere to best preservation management practices as well as best financial management objectives.

Stewardship of state-owned archaeological collections: DHR manages the Commonwealth's principal archaeological collections of some 5-6 million objects. Housed in one of the few facilities in Virginia that meet federal curation standards, these collections are rapidly outgrowing DHR's curation center and available staff to maintain and promote the effective use of collections for research and educational purposes. At the same time, other collections held by both public and private colleges, museums, and other institutions around the state are housed in attics, basements, temporary buildings, and lack the tracking systems, security, and facilities necessary for effective management and use.

Anticipated Changes in Agency Products and Services

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The demand for DHR service is expected to increase requiring a combination of greater efficiency, shift of direct services to providing training and “self-help” tools, increased staff, and enlarging and/or increasing the number of regional offices in order to keep up with this exploding demand.

DHR expects to shift more of its publications and information services to electronic media including greater use of Web-based services and service delivery and CD DVD versions of agency publications.

There is a need for new products and services to new audiences and growing constituencies---for example information services and GIS maps that show in 3d version the visual impacts and other impacts of different scenarios or deeper or more detailed exploration of DHR’s archives, photos.

Enhanced regional delivery of technical services by establishment of two new regional offices. This would enable services offered at different regional offices will become better tailored to needs of each region.

DHR anticipates losing more employees to consulting firms and other agencies that can pay more for similar or less demanding work. This is particularly true for employees whose responsibilities require both extensive training and experiences in historic preservation disciplines and a high degree of technological expertise. We are already experiencing increasing difficulty both in retaining qualified staff and in attracting the same level of experienced employees at current state salaries – and expect this trend to continue.

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Agency Financial Resources Summary:

DHR carries out a variety of programs that encourage the preservation of Virginia's historic resources. Preservation programs include the Cost Share Program, the Threatened Sites Program, and the Historical Highway Markers Program. Also, DHR administers grants to non-state entities under the Financial Assistance for Historic and Commemorative Attractions and the Financial Assistance for Cultural and Artistic Affairs programs.

In fiscal years 2005 and 2006, the Department under Agency 423, received funding totaling \$3,675,894 and \$4,293,829 and financial assistance for administration of grants for Cultural and Artistic Affairs, under Agency 986, State Grants to Nonstate Agencies, of \$25,000 and \$34,119,749, respectively. These funds are not included in the Department's appropriation, but are transferred from the Dept. of Planning and Budget, (Agency number 986) to Agency 423, service area (14307), on an allotment basis. Out of the FY2006 funding in 14307, \$6,253,483 was transferred to the Department's Financial Assistance for Historic Preservation (50204 service area to award and administer grants under § 10.1-2213, Code of Virginia. The Department is also responsible for payment of funds to the Virginia Horse Center Foundation, (Title 3.1, Chapter 4.6. Code of Virginia). These payments were \$890,000 in FY 2005 and \$900,000 in FY 2006. Funding for these payments are included in the Appropriation Act under Central Appropriations, (Agency 995) and are transferred by the Department of Planning and Budget to the Department's administrative services service area (59901) for disbursement.

DHR's funding comes from general funds, federal grants, private gifts and donations, State Tax Act, archives research, curatorial fees. Other sources include sales and royalties from publications, copy machine fees, interest, and federal grant cost recoveries.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$2,961,623	\$1,332,206	\$2,961,623	\$1,332,206
Changes To Base	\$609,380	\$254,792	\$460,938	\$254,792
AGENCY TOTAL	\$3,571,003	\$1,586,998	\$3,422,561	\$1,586,998

Agency Human Resources Summary:

Human Resources Overview

As of July 1, 2005, DHR has an authorized FTE level of 49. 42 positions are currently filled, with 7 vacancies (6 of which are new positions as of July 1). DHR has offices in Richmond, Petersburg, Roanoke, Newport News, and Winchester. Most positions (technical and management) supporting the Historic Resource Management activity are required by federal regulations to meet the Secretary of the Interior's Standards for Historic Preservation Professionals within the preservation discipline or disciplines appropriate to those specific job duties. For example, all persons conducting historic resource surveys, providing data quality control or evaluating the significance of historic properties reviewing public works projects must meet the standards for archaeology, architectural history, or historic architecture depending on the type of project and the resources affected.

DHR's structure reflects its mission, and state and federal mandates. Its organizational structure reflects a commitment to serving Virginia's communities and local governments through a system of regional offices, each with a minimum critical mass of required preservation disciplines. The central office in Richmond oversees the regional system, coordinates or runs statewide programs such as the Virginia Landmarks register, environmental review, preservation easements, cost share and tax credit project certification, provides a central repository for archaeological collections, and historic resources survey data, and fields deals with issues affecting the entire agency. Two statewide programs (Certified Local

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Governments, and Threatened Sites Research) are coordinated from the Tidewater Regional Office. A separate administrative unit handles human resources, procurement, fiscal management, and related administrative support operations.

Full-Time Equivalent (FTE) Position Summary

Effective Date:	7/1/2005
Total Authorized Position level	49
Vacant Positions	7
Non-Classified (Filled).....	0
Full-Time Classified (Filled)	0
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	0
Total Human Resource Level	0

Factors Impacting Human Resources

Anticipated Changes in Human Resources

Traditionally DHR has had a very low turnover rate and has relied on the dedication of a highly qualified and committed staff. That trend has changed in recent years due to several related factors:

- ☐ As a small agency, there are relatively few opportunities for upward mobility within DHR
- ☐ Younger employees have greater earnings expectations and less institutional loyalty
- ☐ A combination of growing mandates, customer demand, greater accountability, increasing complexity of historic preservation and economic development issues means that staff workloads are sometimes overwhelming and that individual staff members are expected to handle both the quantity and range of tasks/skills that are handled by 2-3 staff members in other agencies.
- ☐ DHR cannot compete financially with a changing job market. This is particularly true for positions requiring IT skills and for cultural resource management archaeologists.

DHR will address changing preservation issues, rapidly increasing service demands, and the increasing opportunities and challenges of providing information and services more effectively through technology. These influences require an evolving staff – both for the skills of existing staff and requirements for positions and skill sets that have not historically been part of the core program.

Agency Information Technology Summary:

Current State / Issues

As an agency whose primary function is to collect and provide meaningful, accurate, and timely information to enable the effective preservation and use of valuable and irreplaceable historic resources, DHR has thoroughly embraced information technology and its potential to improve information management, communication, training and educational services to the maximum extent possible within the limitations of a small agency.

DHR was one of the first agencies transitioned to VITA and relies on VITA 100% for IT expertise and staffing. However, since the transition followed the loss of DHR's single dedicated IT position to budget cuts in 2001-02, the agency has never had an FTE or financial resources to contribute toward VITA. At present and for the foreseeable future DHR is only able to operate on a "break/fix" basis to maintain its IT

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operations at a minimal level.

All equipment upgrades have been made only on an opportunistic basis when turnover-vacancy funds were available. At this point most agency desktop and laptop computers are no more than three years old, but there are no funds available to begin the next cycle of updating these computers. At the same time the agency's network is operating on outdated equipment and needs a serious reconfiguration. Without funds to for equipment, funds to contract with VITA for planning and upgrade support, or in-house IT staff, DHR's IT platform is unlikely to improve.

DHR has created and continues to enhance in partnership with VDOT, the National Park Service, and the Corps of Engineers, a nationally recognized historic resources inventory data-sharing system (known as DSS) that puts mapping capability and over 100 fields of information on over 150,000 historic properties literally at the finger-tips of public agency planners and their consultants through a licensed, web interface. This system was developed through contracts and with resources provided by DHR's partners. DHR must maintain and add both historic resource data and technological aspects of the this critical application.

Agency applications beyond the data-sharing system are not integrated requiring duplication of effort in data entry. Data is rapidly outgrowing the current data-storage capability of the current system and will increase costs in the near future.

Security and backups for agency data and systems continue to be issues that cannot be resolved without serious assistance and attention from VITA.

Many DHR staff work long hours both in the office and from home. The agency needs effective VPN access to encourage more effect use of laptops and telecommuting opportunities.

DHR historic preservation staff, with the relatively easy to use FrontPage web software, created an information-rich, award-winning web site that has exponentially increased agency ability to disseminate basic information on legal, programmatic, and technical tools that public and private customers can use. More and more DHR is using this website for communication rather than traditional paper publications. For example, DHR is the only state historic preservation office in the nation that not only places announcements and minutes from board meetings on its website, but also posts the formal nomination reports and sample photographs for all historic buildings, sites, and districts proposed for nomination to the Virginia Landmarks Register and National Register of Historic Places.

However, the website and its essential role in agency operations is rapidly outgrowing the time and expertise available from architectural historians, archaeologists, and conservators who have performed web duties on top of their regular jobs. Furthermore, the software in use and the award-winning and highly praised design is incompatible with new standards for visual and hearing accessibility. Without new funds to reconstruct the website—and several hundred pages of information it contains—DHR will be unable to meet these standards, or transition away from its current design to the standard state template. Without a dedicated webmaster position, DHR will not be able to make the transition or to maintain the website at its current level of effective use.

In summary, the agency's IT vision and objectives to manage and deliver data and services effectively have far outstripped its capabilities and resources. The agency's award-winning website and cutting edge historic resource digital inventory and data-sharing system need further support. Other much needed projects have been on hold for years. With no professional IT staff, the agency network and all related files, data, and operations are at risk.

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Factor Impacting Information Technology

All customer groups are demanding more and better data, tools, and analysis and demanding that it be delivered faster. Technology – communications, databases, geographic information systems, websites – are the best and indeed the only effective answer. Customers are also demanding more interactive use of technology to speed up service.

Changes driven by VITA transformation activities and by implementation of VITA standards for IT infrastructure and applications will continue to change DHR's ability to provide internal and external IT-dependent communication and services. Lack of funding and total reliance on VITA without funds to pay for those services or to meet software and equipment needs place even the status quo at risk.

Aging equipment along with the rapid and constantly changing capacity of technology in general demand that DHR upgrade both equipment and software on a regular basis. It is now time to initiate a round of computer upgrades – none of which is covered in the agency budget.

New requirements for state web sites require greater funds and technical expertise in both the short and long term.

Current salary structure and availability of funds make it difficult to retain program staff who also have the skills to use sophisticated IT programs. Turnover in these positions has been high. Staff also require constant training to increase and refresh skills in using and maintaining IT applications.

The demand for accurate survey data would be enhanced by the use of GPS systems.

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Anticipated Changes / Desired State

DHR's preferred future IT environment would continue the agency history of strategic commitments to using IT to improve data management and access to information for staff and customers alike. In such an environment DHR would have sufficient stable funding, staffing, software, equipment and training to support a wide array of internal operations and databases including the mission critical DSS system.

DHR would receive high quality and timely service from VITA, responsive to our needs in the central office and remote locations including those in Newport News, Petersburg, Roanoke, and Winchester with no increase in service costs. Alternatively DHR would receive sufficient funding to meet the VITA service charges for comprehensive service to all agency equipment, software, and planning needs at all locations.

DSS would continue to be enhanced – with both technological improvements and enriched data.

Use of technology to manage data and track projects would be expanded and integrated.

The DHR web site would continue to grow and to be an ever more effective communication and information dissemination tool.

Key information now available only in paper records would be digitized and/or microfilmed for better security and access.

Staff access from home and remote locations would be fully functional.

Field operations and communication would be improved through the use of GPS systems and wireless communication to record and transmit data.

Internal communications with regional offices and customers would be improved through video-conferencing, on-line conferencing, and similar communication technologies.

Technology would be used more effectively for staff and customer training.

Staff would be continuously trained to be able to utilize fully available technology for improved operations and service delivery.

DHR's IT strategy is to continuously review mission and customer needs, identify IT solutions to improve operations, communications, and the quality and accessibility of data that staff and customers need for sound historic preservation decisions. DHR will target projects that can be done within existing staff and funds, seek new funding, and join public and private partners to achieve mutually beneficial objectives.

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$521,000	\$0	\$916,000	\$0
Totals	\$521,000	\$0	\$916,000	\$0

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Agency Goals

Goal #1:

Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future

Goal Summary and Alignment:

Virginia is blessed with a rich and varied collection of historic resources ranging from archaeological sites that tell the story of Native American's living here over 16,000 years ago, to the settlement of Jamestown, frontier expansion and the struggle to create a new nation, industrial revolution and Civil War, to places associated with the Cold War and space exploration. Historic resources invigorate our economy, educate our children, inform and enhance our quality of life in communities all across the Commonwealth. DHR's programs support a wide range of public and private efforts to make the most of irreplaceable historic resources that can and should benefit Virginia communities for generations to come.

Statewide Goals Supported by Goal #1

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Objectives For Goal #1

Objective 1.01

To identify, evaluate and recognize historic resources as a source in information and encouragement available to property owners and other public and private decision-makers through June 30, 2008.

Measures For Objective 1.01

● Measure 1.01.01

Numbers of new records on historic properties entered into the DHR historic resource inventory data-sharing system.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The three year average as of the end of SFY 2004 is 4500.

Measure Target: Increase the 3-year rolling average each year.

Measure Source and Calculation:

Survey data that identifies buildings, districts, sites, structures, objects and other resources that are potentially historic and that should be considered in private and public decisions are produced from a variety of sources. All such data is then entered into the DHR historic resources inventory data-sharing system--a complex electronic system with attributes of both a powerful database and a GIS mapping system.

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- **Measure 1.01.02**

Number of historic properties evaluated by DHR and listed on the Virginia Landmarks Register.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The three year average as of the end of SFY 2004 is 99.

Measure Target: Maintain or increase the rolling three year average each year.

Measure Source and Calculation:

Agency records of historic properties submitted to the agency, evaluated and approved for inclusion in the Virginia Landmarks Register.

Objective 1.02

To increase the protection and/or rehabilitation and reuse of historic properties for economic and community benefits through June 30, 2008.

Measures For Objective 1.02

- **Measure 1.02.01**

Number of historic rehabilitation projects enhanced through state and federal tax credits and DHR technical assistance.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The three year average number of projects completed as of SFY 2004 is 175.

Measure Target: Maintain or increase the three-year rolling average each year.

Measure Source and Calculation:

Agency records on historic rehabilitation projects completed and certified as meeting Secretary of the Interior Standards to qualify for state historic rehabilitation tax credits.

- **Measure 1.02.02**

Private dollars invested in historic rehabilitation projects assisted by DHR.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The three year average as of the end of SFY 2004 is \$134 million.

Measure Target: Maintain or increase the three year rolling average.

Measure Source and Calculation:

Agency records on the monetary value of rehabilitation projects completed and certified as meeting Secretary of Interior Standards.

Goal #2:

Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth

Goal Summary and Alignment:

DHR is the steward of a wealth of information about historic resources and the Commonwealth's primary archaeological collections. It is our responsibility to the citizens of the Commonwealth to increase and manage both information and artifact collections effectively and to encourage their use in planning and decisions that will shape the future of historic buildings, sites, and other historic resources as outlined in Goal I and that will be used to educate our children and our citizens as outlined in Goal III.

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Statewide Goals Supported by Goal #2

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Objectives For Goal #2

Objective 2.01

To manage and continue enhancement of documentary and electronic records and files relating that comprise Virginia's historic resources inventory data sharing system (DSS) through June 30, 2008.

Measures For Objective 2.01

- **Measure 2.01.01**

Number of backlogged records entered or corrected in the historic resources inventory data-sharing system

Measure Type: Output

Measure Frequency: Annually

Measure Baseline:

Measure Target:

Measure Source and Calculation:

- **Measure 2.01.02**

Number of customers conducting research in the DHR archives or using DHR research services

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline:

Measure Target:

Measure Source and Calculation:

Agency records on customers conducting research on-site at DHR, research requests and archives searches filled by DHR staff in response to customer requests.

Goal #3:

Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work

Goal Summary and Alignment:

If it is true that “you don’t know what you’ve got ‘til it’s gone” and that people will take better care of the things they know and care about, then it is incumbent on DHR as the Commonwealth’s historic preservation agency to provide educational and training materials and opportunities to inform property owners, public agencies, and the general public about the importance of Virginia’s irreplaceable historic properties, the economic, cultural, and educational benefits of their preservation and use, and the tools that are available to make historic resources and preservation work for Virginia’s communities. This historic resources aspect of environmental education is an essential foundation for the accomplishment of Goal 1 and the natural outcome of the information and archaeological collections managed under Goal 2.

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Statewide Goals Supported by Goal #3

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Objectives For Goal #3

Objective 3.01

To increase knowledge and appreciation of Virginia's historic assets and how to use them for economic, educational, and civic benefit of communities throughout the Commonwealth through June 30, 2008.

Measures For Objective 3.01

- **Measure 3.01.01**

Number of participants in targeted historic preservation training programs or classes conducted, sponsored, or cosponsored by DHR.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The two-year average of this relatively new measure as of the end of SFY 2004 is 2439. The baseline will be reset at three years based on SFY 2005 data.

Measure Target: Maintain or increase the rolling average each year.

Measure Source and Calculation:

Audience reached through targeted training workshops, conferences about historic resources and the tools available to help meet private and local preservation objectives, and legal requirements for considering historic resources in public decisionmaking.

- **Measure 3.01.02**

Number of participants in DHR sponsored or cosponsored environmental education programs, exhibits, and events

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The two-year average as of the end of SFY 2004 for this relatively new measure is 33,143. The measure will be adjusted to a 3-year average based when SFY 2005 data is available.

Measure Target: Maintain or increase the rolling average adjusted up or down for changes in funding available to cosponsored exhibits and events.

Measure Source and Calculation:

Audience reached through educational lectures, exhibits, conferences, or other programs coordinated, sponsored or cosponsored by DHR.

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- **Measure 3.01.03**

Numbers of Historical Highway Markers placed on Virginia's highways

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline:

Measure Target:

Measure Source and Calculation:

Agency records on number of historical highway markers approved by the Board of Historic Resources for placement on Virginia's highways.

Goal #4:

Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

Goal Summary and Alignment:

Providing the level of high quality expertise and effective service needed to address DHR's mission and goals requires a highly trained and highly motivated staff committed to historic preservation principals and to outstanding customer service. It is the agency's challenge and commitment in turn to provide hire and retain qualified staff, to encourage life-long professional learning and growth, and to recognize and reward exemplary performance in ways that build and retain a high performance team. It is also the agency's responsibility to administer its human and financial resources to comply with state procurement, accounting, and other administrative procedures consistent with state policy and procedures.

Statewide Goals Supported by Goal #4

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Service Area Plan

Department of Historic Resources

Administration of Grants for Cultural and Artistic Affairs (14307)

Service Area Background Information

Service Area Description

DHR contacts non state agencies, receives grant applications, answers questions regarding applicable regulations, assists with Electronic Data Interchange enrollment, reviews grants for adequate supporting documentation, provides match documents to the Secretary of Finance for certification, prepares budget transactions, monitors appropriation levels, and processes payments to grantees. There is no Administrative funding for this service area. Administrative Services (59900) provides the support.

Service Area Alignment to Mission

This service area aligns itself to the agency mission by providing administrative support for processing non state agency grants that supports the Commonwealth's cultural resources.

Service Area Statutory Authority

Chapter 951, 2005 Acts of the Assembly, Item 531.

Service Area Customer Base

Customer(s)	Served	Potential
Non state agencies	135	200

Anticipated Changes In Service Area Customer Base

Grantees are awarded funding during the budgeting process. The volume of grantees will fluctuate from year-to-year.

Service Area Products and Services

- Grant funds are disbursed to non state agencies in accordance with law.

Factors Impacting Service Area Products and Services

DHR contacts non state agencies, receives grant applications, answers questions regarding applicable regulations, assists with Electronic Data Interchange enrollment, reviews grants for adequate supporting documentation, provides match documents to the Secretary of Finance for certification, prepares budget transactions, monitors appropriation levels, and processes payments to grantees. Prior to disbursement a checklist and file are reviewed to ensure compliance with state law. Non compliance with any of these factors can impact the payment and timing of these grants. In addition, grant payments must be administered along with the full workload by Administrative Services (59900). The timing of the payment can be effected by other priorities and deadlines mandated for the Administrative Services unit. Previously, the Department had a Nonstate Grants Manager, but the position was eliminated during FY2002-3 budget reductions.

Anticipated Changes To Service Area Products and Services

The amount of grants paid out will be determined by the General Assembly. Any changes to the services (grant payment process) will be made as changes are made to the law.

Service Area Human Resources Summary

Service Area Human Resources Overview

This service area is the appropriated funding for non state agency grants. There are no FTE's funded in this service area.

Service Area Plan

Department of Historic Resources

Administration of Grants for Cultural and Artistic Affairs (14307)

Service Area Full-Time Equivalent (FTE) Position Summary

Effective Date:

Total Authorized Position level 0

Vacant Positions 0

Non-Classified (Filled)..... 0

Full-Time Classified (Filled) 0

Part-Time Classified (Filled) 0

Faculty (Filled) 0

Wage 0

Contract Employees 0

Total Human Resource Level 0

Factors Impacting Service Area Human Resources

Anticipated Changes in Service Area Human Resources

Service Area Financial Summary

In fiscal years 2005 and 2006, nonstate agency grants were awarded in Chapter 951, of the Appropriation Act of \$25,000 and \$34,119,749, respectively to Agency 986. These amounts were subsequently transferred to the Department to this service area, financial assistance for administration of grants for Cultural and Artistic Affairs, 14307. These funds are not included in the Department's appropriation, but are transferred from the Dept. of Planning and Budget, (Agency number 986) to Agency 423, service area (14307), on an allotment basis. Out of the FY2006 funding in 14307, \$6,253,483 was transferred to the Department's Financial Assistance for Historic Preservation (50204) service area to award and administer grants under § 10.1-2213, Code of Virginia. These grants can fluctuate from year to year as they are awarded by the General Assembly.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$0	\$0	\$0
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$0	\$0	\$0	\$0

Service Area Plan

Department of Historic Resources

Administration of Grants for Cultural and Artistic Affairs (14307)

Service Area Objectives, Measures, and Strategies

Objective 14307.01

To pay non state agency grant funds as prescribed by law.

DHR contacts non state agencies, receives grant applications, answers questions regarding applicable regulations, assists with Electronic Data Interchange enrollment, reviews grants for adequate supporting documentation, provides match documents to the Secretary of Finance for certification, prepares budget transactions, monitors appropriation levels, and processes payments to grantees. There is no Administrative funding for this service area. Administrative Services provides the support.

This Objective Has The Following Measure(s):

- **Measure 14307.01.01**

Effective disbursement of grant funds.

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: FY2006 baseline - 135 grants

Measure Target: 100% of non state agency grant applications submitted will be reviewed for compliance.

Measure Source and Calculation:

Compliance with grant regulations. For each grant payment a grant check list will be completed to ensure established procedures were followed.

Objective 14307.01 Has the Following Strategies:

- Each year where grants are administered, the grant application will be updated to reflect current law changes and administrative efficiencies.
- Detailed procedures will be written and updated as needed to ensure requirements of program are in compliance
- Documentation Check list will be maintained in each grant folder.

Service Area Plan

Department of Historic Resources

Financial Assistance for Historic Preservation (50204)

Service Area Background Information

Service Area Description

The Governor and the General Assembly authorize matching grants to museums and historic sites through the annual General Appropriation Act. The purpose of these grants is to support rehabilitation and restoration of historic properties that are open to the public and that provide a combination of educational, cultural, and tourism benefits to the surrounding community. Some grants are also available for educational programs that use these historic places to interpret Virginia history.

DHR's administration of these grants for rehabilitation and restoration ensures that the historic properties being funded receive appropriate treatment consistent with accepted preservation standards. Prior to disbursement of funds for rehabilitation or restoration work at historic properties, DHR reviews work and provides technical assistance and guidance for how work should be done to conform to historic preservation standards to insure adequate and appropriate treatment for historic resources. Grant administration also requires that DHR contact grant recipients, receive and review grant applications, answer questions regarding grant requirements and regulations, review requests for disbursement for adequate supporting documentation and eligibility of expenditures, and process payments to grant recipients.

Service Area Alignment to Mission

Grants administered through this service area are in direct alignment with DHR's mission to put history to work. Many of the organizations receiving grants own and administer historic resources used by the public (county courthouses or other public buildings, etc.) or open to the public as part of museum or historic site offerings. DHR's administration of these grants supports appropriate care and treatment of the Commonwealth's historic resources for public benefit.

Service Area Statutory Authority

§ 10.1-2211. charges DHR with the administration and disbursements of funds appropriated for caring for Confederate cemeteries and graves in 208 different cemeteries.

§ 10.1-2211.1. charges DHR with administration and disbursement of funds appropriated for caring for Revolutionary War cemeteries and graves in 71 cemeteries.

§ 10.1-2212 and § 10.1-2213 direct DHR to manage grants to historical societies, museums and similar organizations for historic preservation projects and operating funds. Projects and funds for grants under § 10.1-2212 and § 10.1-2213 are specified in the annual Appropriation Act for any given year.

Service Area Customer Base

Customer(s)	Served	Potential
Historic attractions and museums--numbers served unknown	57	700

Anticipated Changes In Service Area Customer Base

These grants can fluctuate from year to year as they are awarded by the General Assembly.

Service Area Plan

Department of Historic Resources

Financial Assistance for Historic Preservation (50204)

Service Area Products and Services

- Grants to Historic Attractions—Funds approved by the General Assembly for restoration projects on historic properties owned by non-profit organizations for educational purposes. These projects are generally “bricks-and-mortar” restoration or for educational programming interpreting historic attractions under §10.1-2212 and §10.1-2213.
- Grants to Confederate Graves and Monuments—Funds appropriated by the General Assembly to maintain Confederate graves and monuments under §10.1-2211.
- Grants to Revolutionary War Veterans Graves and Monuments—Funds appropriated by the General Assembly to maintain Revolutionary War Veterans graves and monuments under §10.1-2211.1

Factors Impacting Service Area Products and Services

DHR’s administration of these grants for rehabilitation and restoration ensures that the historic properties being funded receive appropriate treatment consistent with accepted preservation standards. Prior to disbursement of funds for rehabilitation or restoration work at historic properties, DHR reviews work and provides technical assistance and guidance for how work should be done to conform to historic preservation standards to insure adequate and appropriate treatment for historic resources. Grant administration also requires that DHR contact grant recipients, receive and review grant applications, answer questions regarding grant requirements and regulations, review requests for disbursement for adequate supporting documentation and eligibility of expenditures, and process payments to grant recipients. Non compliance with any of these factors can impact the payment and timing of these grants.

Anticipated Changes To Service Area Products and Services

Changes to this area would occur from increases or decreases to grants awarded by the General Assembly or Code of Virginia or other statutory changes.

Service Area Human Resources Summary

Service Area Human Resources Overview

This service area is the appropriated funding for historic grants. There are no FTE's funded in this service area.

Service Area Full-Time Equivalent (FTE) Position Summary

Effective Date:

Total Authorized Position level	0
Vacant Positions	0
Non-Classified (Filled).....	0
Full-Time Classified (Filled)	0
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	0
Total Human Resource Level	0

Factors Impacting Service Area Human Resources

Anticipated Changes in Service Area Human Resources

Service Area Plan

Department of Historic Resources

Financial Assistance for Historic Preservation (50204)

Service Area Financial Summary

This service area is the appropriated funding for historic grants. The funding represents the following:

This service area supports one grant specifically identified as:

\$64,140 United Daughters of the Confederacy Grant for purposes prescribed in §10.1-2211, Code of Virginia.

In addition, this service area provides for historic grants. In fiscal years 2005 and 2006, nonstate agency grants were awarded in Chapter 951, of the Appropriation Act of \$25,000 and \$34,119,749, respectively to Agency 986. These amounts were subsequently transferred to the Department to the service area, financial assistance for administration of grants for Cultural and Artistic Affairs, 14307. These funds are not included in the Department's appropriation, but are transferred from the Dept. of Planning and Budget, (Agency number 986) to Agency 423, service area (14307), on an allotment basis. Out of the FY2006 funding in 14307, \$6,253,483 was transferred to the Department's Financial Assistance for Historic Preservation (50204) service area to award and administer grants under § 10.1-2213, Code of Virginia. These grants can fluctuate from year to year as they are awarded by the General Assembly.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$64,140	\$0	\$64,140	\$0
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$64,140	\$0	\$64,140	\$0

Service Area Plan

Department of Historic Resources

Financial Assistance for Historic Preservation (50204)

Service Area Objectives, Measures, and Strategies

Objective 50204.01

To improve the maintenance and operation of historic attractions and museums through restoration, rehabilitation, or educational projects through June 30, 2008

This Objective Supports the Following Agency Goals:

- Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work

This Objective Has The Following Measure(s):

- **Measure 50204.01.01**

Number of restoration, rehabilitation, or educational projects completed using General Assembly histori

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: The number of such projects varies greatly from year to year, and has ranged from 0 to 97 depending on the availability of funds.

Measure Target: Determined annually by the Governor and the General Assembly

Measure Source and Calculation:
Agency grants management records

- **Measure 50204.01.02**

Effective disbursement of grant funds

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: New measure, no baseline

Measure Target: 100% of grant applications will be reviewed for compliance

Measure Source and Calculation:
Agency records.

Objective 50204.01 Has the Following Strategies:

- Review work and provides technical assistance and guidance for how work should be done to conform to historic preservation standards to insure adequate and appropriate treatment for historic resources.
- Contact grant recipients, receive and review grant applications, answer questions regarding grant requirements and regulations.
- Review requests for disbursement for adequate supporting documentation and eligibility of expenditures, and process payments to grant recipients.

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

Service Area Background Information

Service Area Description

Historic resource management implements DHR's federal role as Virginia's State Historic Preservation Office as well as its state mandates to encourage, stimulate, and support the identification, evaluation, protection, preservation, and rehabilitation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources; to establish and maintain a permanent record of those resources; and to foster a greater appreciation of these resources among the citizens of the Commonwealth. Core services include collecting, maintaining and providing information on historic resources; recognition and technical support for those resources and their owners; encouraging public and private protection and use of historic resources for economic development, community revitalization and education; and statewide educational programs for different customer groups. Since most public and virtually all private heritage stewardship efforts are voluntary, DHR's role in educating, informing and advising the public, community and economic leaders and citizens of the next generation about the public benefits of heritage stewardship is the most important aspect of its programs and mission.

Service Area Alignment to Mission

Historic resource management lies at the core of DHR's mission to put Virginia's history to work through the identification, recognition, and preservation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources for the use and enjoyment of our citizens and communities.

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

Service Area Statutory Authority

The Department of Historic Resources statutory authority for services supporting historic resource management arises from the Code of Virginia Title 10.1 Chapters 22 and 23. It also derives parallel authority as Virginia's State Historic Preservation Office under federal law through the National Historic Preservation Act of 1966 (as amended), related federal laws including the Native American Grave Protection and Repatriation Act and the Abandoned Shipwreck Act of 1987.

Specific authority for DHR products and services associated with this service area includes:

§ 10.1 Chapter 22 outlines the core responsibilities and mandates for DHR under state law.

§ 10.1-2202 calls on DHR

- to conduct a broad survey and to maintain an inventory of buildings, structures, districts, objects, and sites of historic, architectural, archaeological, or cultural interest which constitute the tangible remains of the Commonwealth's cultural, political, economic, military, or social history;
- to publish lists of properties designated as landmarks by the Board, to inspect designated properties from time to time, and periodically publish a complete register of designated properties setting forth appropriate information concerning those properties;
- With the consent of the landowners, to provide appropriately designed markers for designated buildings, structures, districts, objects and sites;
- to acquire and to administer designated landmarks and sites, or easements or interests therein;
- to aid and to encourage counties, cities and towns to establish historic zoning districts for designated landmarks and to adopt regulations for the preservation of historical, architectural, or archaeological values;
- to provide technical advice and assistance to individuals, groups and governments conducting historic preservation programs and regularly to seek advice from the same on the effectiveness of Department programs;
- to prepare and place, in cooperation with the Department of Transportation, highway historical markers approved by the Board of Historic Resources on or along the highway or street closest to the location which is intended to be identified by the marker;
- to develop a procedure for the certification of historic districts and structures within the historic districts for federal income tax purposes;
- to aid and to encourage counties, cities, and towns in the establishment of educational programs and materials for school use on the importance of Virginia's historic, architectural, archaeological, and cultural resources;
- to conduct a program of archaeological research with the assistance of the State Archaeologist which includes excavation of significant sites, acquisition and maintenance of artifact collections for the purposes of study and display, and dissemination of data and information derived from the study of sites and collections; and
- to manage and administer the Historic Resources Fund

§ 10.1-2204 et seq. charges the Board of Historic Resources (and through the Board extends those charges to DHR)

- to designate historic landmarks, buildings, structures, districts, objects and sites for listing on the Virginia Landmarks register;
- to establish and endorse appropriate historic preservation practices for the care and management of designated landmarks;
- to approve the proposed text and authorize the manufacture of highway historical markers;
- to acquire by purchase or gift designated landmarks and sites, or easements or interests therein;
- to review the programs and services of the Department of Historic Resources, including annual plans and make recommendations to the Director and the Governor concerning the effectiveness of those programs and

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

services;

- through public lectures, writings, and other educational activities, promote awareness of the importance of historic resources and the benefits of their preservation and use; and
- to apply for gifts, grants and bequests for deposit in the Historic Resources Fund to promote the missions of the Board and the Department. As staff to the Board DHR administers the Virginia Landmarks Register, Historical Highway Marker program, and Historic Preservation Easements.

§ 10.1-2206.1. establishes procedures for designating a historic district, landmark, building, structure, or site; National Register of Historic Places, National Historic Landmarks; historic district defined.

§ 10.1-2208. requires DHR to ensure that expenditures of state appropriations to nonstate agencies, whether private or municipal, for purposes related to the historical collections, historic landmarks, and historic sites of Virginia are consistent with the statewide plan for historic preservation as established by the Director and adhere to sound professional standards of historical, architectural and archaeological research in the planning, preservation, restoration, interpretation and display of such collections, landmarks, and sites.

§ 10.1-2214. charges DHR and the Virginia Marine Resources Commission with joint responsibilities to protect underwater historic property in Virginia submerged lands and to issue permits for any authorized recovery of historic artifacts from underwater archaeological sites.

§ 10.1 Chapter 23, known as the Virginia Antiquities Act, sets out DHR responsibilities for all archaeological sites on state controlled lands.

§ 10.1-2301 mandates that DHR

- coordinate all archaeological research on state-controlled land and in state archaeological sites and zones;
 - coordinate a survey of significant archaeological sites located on state-controlled land, and upon request, survey and officially recognize significant archaeological sites on privately owned property;
 - identify, evaluate, preserve and protect sites and objects of antiquity which have historic, scientific, archaeological or educational value and are located on state-controlled land or on state archaeological sites or zones;
 - protect archaeological sites and objects located on state-controlled land or on state archaeological sites or zones from neglect, desecration, damage and destruction;
 - ensure that archaeological sites and objects located on state-controlled land or on state archaeological sites or zones are identified, evaluated and properly explored so that adequate records may be made;
 - encourage private owners of designated state archaeological sites to cooperate with the Commonwealth to preserve the site; and
 - encourage a statewide archaeological education program to inform the general public of the importance of its irreplaceable archaeological heritage.
- The director is further charged with appointing a State Archaeologist to help fulfill these and other related archaeological mandates.

§ 10.1-2302 and 2303 in combination require a permit from DHR to conduct archaeological field investigations on state-controlled lands and retain rights of ownership for the Commonwealth of all artifacts found on such lands.

§ 10.1-2304. Authorizes DHR to designate archaeological sites and zones on private lands with the permission of the property owner and after consultation with the appropriate county, city or town.

§ 10.1-2305 requires a permit from DHR for the archaeological excavation of human remains and gravesites.

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In addition to the above several sections of Code relating to local government authority cross-reference DHR's mandate to provide survey and planning data to local governments and use the Virginia Landmarks Register as the criteria for such state incentives as certain local property tax abatements.

Finally, § 58.1-339.2 establishes DHR's responsibility in providing guidance and assistance to property owners and developers to ensure that historic rehabilitation projects seeking a state tax credit meet appropriate professional standards.

Primary federal mandates include:

Section 101(b)(3) of the National Historic Preservation Act of 1966, as amended sets forth the responsibilities of the State Historic Preservation Officer and the State Historic Preservation Program, a federal role delegated to DHR as Virginia's State Historic Preservation Office. These responsibilities include:

- In cooperation with Federal and State agencies, local governments, and private organizations and individuals, direct and conduct a comprehensive statewide survey of historic properties and maintain inventories of such properties;
- Identify and nominate eligible properties to the National Register and otherwise administer applications for listing historic properties on the National Register;
- Prepare and implement a comprehensive statewide historic preservation plan;
- Administer the State program of Federal assistance for historic preservation within the State;
- Advise and assist, as appropriate, Federal and State agencies and local governments in carrying out their historic preservation responsibilities;
- Cooperate with the Secretary, the Advisory Council on Historic Preservation, and other Federal and State agencies, local governments, and organizations and individuals to ensure that historic properties are taken into consideration at all levels of planning and development;
- Provide public information, education, and training, and technical assistance in historic preservation;
- Cooperate with local governments in the development of local historic preservation programs and assist local governments in becoming certified pursuant to subsection (c) of this section;
- Consult with the appropriate Federal agencies in accordance with the Act on Federal undertakings that may affect historic properties; and the content and sufficiency of any plans developed to protect, manage, or to reduce or mitigate harm to such properties; and
- Advise and assist in the evaluation of proposals for rehabilitation projects that may qualify for Federal assistance.

In addition to these primary duties, DHR is required to meet requirements of the Native American Grave and Repatriation Act in the operation of archaeological research and collections management programs. DHR is also delegated responsibilities for managing historic shipwrecks under the National Abandoned Shipwrecks Act of 1987.

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Service Area Customer Base

Customer(s)	Served	Potential
General public and tourist	500	7,500,000
Historic attractions and museums	25	700
Local governments	45	164
Native American tribes, Virginia Council on Indian and other Native American groups	9	10
Owners of historic properties	900	200,000
Preservation organizations and professionals	100	600
Scholars and researchers	300	2,000
State and federal agencies	82	250
Students, teachers, and educational institutions	1,500	2,000,000

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Department of Historic Resources

Historic Resource Management (50205)

Anticipated Changes In Service Area Customer Base

DHR customer base represents all of the individuals, agencies, and organizations that own, use, or otherwise benefit from the identification, recognition, and preservation of historic resources in Virginia's communities. These include customers who deal directly with the agency as they seek to register their historic homes and commercial buildings, seek guidance and incentives to rehabilitate buildings, conduct research on Virginia history or to support sound private and public decision-making, or use historic places to educate our children. They also include the travelers and citizens who experience the economic, cultural, and quality of life benefits of tourist attractions and destinations and of livable historic communities—both residential and commercial.

DHR does not track customer service by customer category. Therefore the agency does not have figures for numbers served or the potential for several key categories. See customer changes and trends below for information based not on customer category, but on service provided.

DHR's customer base will continue to broaden. Not only is Virginia's preservation and stewardship ethic deeply rooted, historic preservation has truly become part of the mainstream of the American economy and society. Increasingly, the value of historic preservation and archaeology will be better understood as part of the larger environmental and recycling movement. Historic property owners will become better organized and local governments will become more active in seeking our financial and technical assistance as they aspire to higher professional standards for planning and public participation

That trend can be seen in the dramatic increases in customer demand that DHR has already experienced in recent years. For example:

- Environmental Review—In spite of agreements that substantially reduced the number of individual reviews, DHR assisted 4351 projects under state and federal law in 2004
- Rehabilitation Tax Credits—DHR has seen 3 times the number of applications, 5 times the number of completed projects, and 9 times the economic investment just since 1997-- a 346% increase
- Virginia Landmarks Register—DHR has helped property owners and localities register 2.27 times as many listings in 2004 as in 1997.
- Historic Resource Inventory use by a wide range of customers—researchers, educators, consultants, property owners, and decision-makers—has increased 157% just since 2002.

Private property owner interest in donating preservation easements is expected to continue. As the number of easements grows so do the number of property owners that require DHR technical and review assistance as part of the Commonwealth's responsibility in accepting preservation easements. As properties change hands either through sales or inheritance, the customer base for easement properties also changes with many of the new owners needing greater assistance as they proceed with alternations. At the current rate we anticipate reaching our 2007 target of 400 easements within the next year.

Growth in both rehabilitation projects seeking tax credits and interest in easement donation has fueled the greater demand for listing on the Virginia Landmarks Register and the National Register of Historic Places. This trend can particularly be seen in urban areas where historic district nominations encourage greatly needed revitalization.

In addition to the exponential increase in sheer volume, DHR has seen considerable growth in the interest of African Americans, Native Americans and Hispanics in preservation issues. In the African American and Native American communities there is a strong desire to see the contributions of their ancestors recognized through registration, historical highway markers, and educational programming. A focus on the diversity of Virginia history and historic resources has become a strong point that cuts across DHR programs.

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State and federal budget reductions and reallocation for security post-9/11 is reducing the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office. The pressures have been particularly great on military agencies and installations to meet their stewardship responsibilities during a time of military conflict and when Congress has mandated privatization of base housing.

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Service Area Products and Services

- Archaeology – services in all other program areas to promote and support identification, preservation, documentation, and interpretation of Virginia’s fragile archaeological resources
- Archaeological Curation and Conservation – services to manage the state’s archaeological collections and make those accessible for research and educational purposes statewide
- Technical Assistance – advice, guidance, on-site meetings and inspections, and other activities designed to help all customer groups meet a wide range of preservation objectives and to guide them through the relevant state and federal review processes.
- Comprehensive Preservation Planning – Developing and implementing a statewide historic preservation plan, as well as providing information and technical assistance to support historic resources sections of local comprehensive plans
- Certified Local Governments – a federal program of grants, services, and guidance to support local governments in their historic preservation planning, education, and compliance efforts
- Survey & Inventory – services to identify historic resources and make that information available for planning and decisions
- Register – services to evaluate the significance of historic resources and list them on the Virginia Historic Landmarks Register and the National Register of Historic Places. Listing provides official recognition for such properties but places no restrictions on private property owners. Listing is also among the minimal criteria for access to public incentives such as tax credits and grants.
- Rehabilitation Incentive Projects – services to property owners, developers and localities to ensure that projects seeking state and federal rehabilitation tax credits meet appropriate historic preservation standards
- Historic Preservation Easements – services to property owners to accept and manage rights and responsibilities donated on historic properties
- Review and Compliance – advisory review services to state, federal, and local agencies to help them meet their state and federal mandated responsibilities to identify and consider the effect of public actions on historic properties. This area also includes issuing permits for archaeological removal of human remains and DHR participation in permits issued by VMRC for recovery of historic artifacts from Virginia’s rivers and streams and by DCR for removal of human remains or artifacts from caves.
- Education and Outreach – services to all customer groups to inform and educate about historic resources, historic preservation tools, and the benefits of historic preservation for citizens and communities
- Historical Highway Markers – services to help research, write, edit and gain Historic Resources Board approval and VDOT placement of appropriate historical highway markers along Virginia’s roadways

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Factors Impacting Service Area Products and Services

Population growth and related pressure both for redevelopment of urban centers and expanding developing into the countryside. This growth is both creating opportunities for use of historic preservation in community revitalization, but also putting enormous pressure on rural historic resources, battlefields, and archaeological sites. Such pressure is particularly strong in the corridors between Washington, D.C. and Winchester, Washington and Richmond, Richmond and Virginia Beach, and throughout northern Virginia. A combination of both continuing sprawl and redevelopment of urban areas places complex pressures on the historic resources that DHR is mandated to protect. The spread of roads, residential, commercial, and industrial development into traditionally rural areas impacts relatively pristine archaeological sites, battlefields, villages, farms, individual historic resources, and, small family cemeteries. Localities, public agencies, and private developers are seldom prepared to deal with the impacts their actions have on these resources. Trends toward urban redevelopment are most successful when they are rooted in rehabilitation and reuse of existing buildings. Both sprawl and urban redevelopment require greater educational and technical assistance from DHR in several inter-related program areas. The impacts of growth in both rural and urban areas affect all DHR historic resource management products and services. Critically needed are both professional and support staff to supplement regional office services, and to support the technical staff in the central office.

As already noted, customer demand for the full range of agency products has risen exponentially over the past decade and more. This puts increasing pressure on agency human and financial resources to meet the expectations for more service, delivered faster and better. For example:

Environmental Review – In spite of agreements that substantially reduced the number of individual reviews, DHR assisted 4351 projects under state and federal law in 2004

Rehabilitation Tax Credits – DHR has seen 3 times the number of applications, 5 times the number of completed projects, and 9 times the economic investment just since 1997-- a 346% increase

Virginia Landmarks Register – DHR has helped property owners and localities register 2.27 times as many listings in 2004 as in 1997.

Historic Resource Inventory use by a wide range of customers—researchers, educators, consultants, property owners, and decision-makers—has increased 157% just since 2002.

In spite of the clear demand and value of historic preservation and the programs developed to encourage and support public and private preservation efforts, there are occasional examples where either misuse or conflicts between competing interests lead to anti-preservation backlash or misguided attempts at reform that will do more harm than good. Two examples of these that form serious threats to preservation both in Virginia and nationwide are movements in both the General Assembly and Congress to limit open space and historic preservation easements and tax credits. Discussions are being held in Congress that seek to limit drastically the federal historic preservation review process and the ability of localities to use the criteria and fact of listing on the National Register of Historic Places as a tool to guide local government decisions. In each of these cases, a few instances of abuse could result in the loss or serious degradation of tools that have proven to be highly effective and beneficial for public and private interests alike—and for the recognition, preservation, and continued use of hundreds of thousands of historic assets across Virginia and the nation. The outcome of such discussions will have a major impact one way or another on the long-term health of Virginia irreplaceable historic resources and on the ability of DHR to be effective.

Expansion of web-based electronic government capacity and use of electronic databases and geographic information systems have the potential to greatly extend the efficiency and effectiveness of DHR's information-sharing and advisory functions—but only if the agency has the additional funds and staff to develop and manage such technological tools. The DHR historic resource inventory data-sharing system (DSS) is a national leader in the field of on-line environmental data, is critical to providing timely information to FEMA, VDOT, DEQ, the Corps of Engineers, local governments, and other key agencies, and is highly

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vulnerable. This cutting edge application was developed in partnership with VDOT, the National Park Service, and the Corps of Engineers, but is owned and maintained by DHR. Recent additions to the staff to manage DHR's nationally recognized historic resource inventory data-sharing system has greatly strengthened the agency's ability to provide those services.

However, the award-winning DHR website, which has become the agency's primary means of sharing basic information with its broad and varied clientele, is not in the state approved template and does not meet current VITA standards. DHR developed and maintains this website as a shared responsibility of several program staff, using highly "user friendly" software—none of whom are dedicated or trained webmasters. DHR lacks the staff and financial resources to convert this website to meet those added requirements and to maintain it once converted.

Environmental Review: State and federal budget reductions and reallocation for security post-9/11 is reducing the capability for those agencies to meet their historic preservation/environmental review responsibilities. In addition, many federal agencies are being mandated to delegate their responsibilities to their state counterparts. As a result, many agencies are submitting poorer quality data for review and needing greater technical assistance to meet state and federal mandates. This increases the complexity of what should be simple projects and increases the overall review and assistance workload mandated to DHR as Virginia's state historic preservation office.

Easements: Easements donated to the state require perpetual management. As the numbers of easements continues to grow and as properties under easement change hands, both through inheritance and sale to new owners, the challenges of working with property owners to meet the conditions of each separate easement also increases. In addition, a 2002 amendment to the Code of Virginia § 58.1-513 allows the state tax credit for donation of easements to be freely transferred creating a market for easement donation credits similar to the market for rehabilitation tax credits, increasing the quantity of easement donations and opening the door to abusive and fraudulent transactions. This legal responsibility has grown far beyond the capacity of existing staff with a result that DHR is increasingly less able to monitor the status of properties under easement and to balance the easement requirements with the changing needs of private property owners. Critically needed is a minimum of 1-2 FTEs and related funding to manage this program effectively.

Education: The success of all DHR programs and services relies in large part to a well-informed customer base—both in terms of the benefits of historic preservation to education, economic development, tourism, and community revitalization, and regarding the existence and how to use various programs and "tools" to achieve those benefits. Thus, as with environmental education broadly, education is an integral part to the success of all mandated programs. Regional offices and staff within specific program areas incorporate the conduct of training key customer groups into their work efforts, but DHR has never had statewide educational staff to coordinate those efforts or to develop and deliver the broad-based programs comparable to all other Natural Resource agencies. Critically needed is a minimum of 1 FTE and related funding to coordinate a statewide preservation education program, and additional funds to produce the educational products (exhibits, workshops, teaching aids, etc.) comparable to those produced in other agencies.

Information Technology generally: As an agency whose primary function is to gather and share information and technical assistance regarding the preservation and use of historic properties, DHR has come to rely increasingly on technology—for communication, data storage and analysis. The agency has had no dedicated IT staff or budget since January 2002 as a result of ongoing budget reductions. The agency does not have funds to contract with VITA or other providers for the services it needs. Further, reliance on VITA still demands sufficient in-house IT expertise to make effective use of that support. Agency-specific applications are outside the scope of VITA as is the purchase and upgrading of basic IT equipment.

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

Stewardship of state-owned historic properties: With the strong emphasis on natural and historic resource protection in the Virginia constitution (only education has equal or greater standing), it is incumbent on state agencies and institutions of higher education to provide leadership by example in their care of state-owned historic properties. Each agency should identify, evaluate, register, and implement a considered plan of action for the effective care and use of historic resources (above and below ground) held in trust for the citizens of the Commonwealth. DHR strongly supports and provides priority services for public agencies in carrying out these responsibilities, but notes that state laws and policies are weak and carried out inconsistently. The past few years have seen great strides in several areas including outstanding renovations of the Executive Mansion, the ongoing work at the Capitol and Patrick Henry Building, and ongoing negotiations with the City of Staunton to ensure the remarkable architectural and landscape treasures of the former Western State Hospital play an active role in the future of that community. At the same time, restructuring the administrative responsibilities of institutions of higher education places at risk both state-owned historic properties and historic properties in the path of planned university expansion. Processes need to be in place to continue the trend for state agency and educational institution stewardship to ensure that those agencies and institutions adhere to best preservation management practices as well as best financial management objectives.

Stewardship of state-owned archaeological collections: DHR manages the Commonwealth's principal archaeological collections of some 5-6 million objects. Housed in one of the few facilities in Virginia that meet federal curation standards, these collections are rapidly outgrowing DHR's curation center and available staff to maintain and promote the effective use of collections for research and educational purposes. At the same time, other collections held by both public and private colleges, museums, and other institutions around the state are housed in attics, basements, temporary buildings, and lack the tracking systems, security, and facilities necessary for effective management and use.

Anticipated Changes To Service Area Products and Services

The demand for DHR service is expected to increase requiring a combination of greater efficiency, shift of direct services to providing training and "self-help" tools, increased staff, and enlarging and/or increasing the number of regional offices in order to keep up with this exploding demand.

DHR expects to shift more of its publications and information services to electronic media including greater use of Web-based services and service delivery and CD DVD versions of agency publications.

There is a need for new products and services to new audiences and growing constituencies—for example information services and GIS maps that show in 3d version the visual impacts and other impacts of different scenarios or deeper or more detailed exploration of DHR's archives, photos.

Enhanced regional delivery of technical services by establishment of two new regional offices. This would enable services offered at different regional offices will become better tailored to needs of each region.

DHR anticipates losing more employees to consulting firms and other agencies that can pay more for similar or less demanding work. This is particularly true for employees whose responsibilities require both extensive training and experiences in historic preservation disciplines and a high degree of technological expertise. We are already experiencing increasing difficulty both in retaining qualified staff and in attracting the same level of experienced employees at current state salaries—and expect this trend to worsen.

Service Area Human Resources Summary

Service Area Human Resources Overview

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

Service Area Full-Time Equivalent (FTE) Position Summary

Effective Date: 7/1/2005

Total Authorized Position level 40

Vacant Positions 6

 Non-Classified (Filled)..... 0

 Full-Time Classified (Filled) 34

 Part-Time Classified (Filled) 0

 Faculty (Filled) 0

Wage 1

Contract Employees 6

Total Human Resource Level 41

Factors Impacting Service Area Human Resources

Anticipated Changes in Service Area Human Resources

DHR is in the process of reviewing positions to ensure proper alignment under the new service area structure.

Service Area Financial Summary

This service area consists of 87% general funds and 13% non general funds. Changes to base represent a \$400,000 transfer from 59900, Administrative Services, to reflect current agency operations. The remaining changes are from decision packages to fund program areas along with changes initiated by the Dept. of Planning and Budget for salary, fringes and other changes.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	<u>General Fund</u>	<u>Nongeneral Fund</u>	<u>General Fund</u>	<u>Nongeneral Fund</u>
Base Budget	\$1,834,996	\$1,204,631	\$1,834,996	\$1,204,631
Changes To Base	\$953,163	\$202,234	\$804,479	\$202,234
SERVICE AREA TOTAL	\$2,788,159	\$1,406,865	\$2,639,475	\$1,406,865

Service Area Plan
Department of Historic Resources
Historic Resource Management (50205)

Service Area Objectives, Measures, and Strategies

Objective 50205.01

To increase the number of historic resources identified, evaluated, and registered

Identifying, evaluating and officially recognizing the significance of historic resources are the first steps in the historic preservation process, and provide both information and encouragement to property owners and other public and private decision-makers. Products and services include:

- Survey and Inventory
- Registration of historic properties (Virginia Landmarks Register and National Register of Historic Places)

This Objective Supports the Following Agency Goals:

- Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth
- Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work

This Objective Has The Following Measure(s):

● **Measure 50205.01.01**

Properties added to the DHR historic resource database

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 10,280 (FY2005)

Measure Target: 7000 (FY2007)

Measure Source and Calculation:

Survey data that identify buildings, districts, sites, structures, objects and other resources that are potentially historic and that can inform private and public decisions are produced from a variety of sources. All such data is then entered into the DHR historic resources inventory data-sharing system--a complex electronic system with attributes of both a powerful database and a GIS mapping system.

● **Measure 50205.01.02**

Historic resources listed on the Virginia Landmarks Register

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 86 (FY2005)

Measure Target: 90 (FY2007)

Measure Source and Calculation:

Agency records of historic properties submitted to the agency, evaluated, and approved for inclusion in the Virginia Landmarks Register by the Virginia Board of Historic Resources.

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

Objective 50205.02

To increase the protection and/or rehabilitation and reuse of historic properties

Decisions in both the public and private sector to preserve and to use historic resources for economic, social, cultural, and education benefits are the end result of the preservation process. Rehabilitation of historic buildings become the foundation for community and urban revitalization. Such buildings provide homes to Virginia's families, commercial locations for business and industry, and tourist attractions. Associated products and services include rehabilitation tax incentive assistance and certification, easements, and state and federal project review processes.

This Objective Supports the Following Agency Goals:

- Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future

This Objective Has The Following Measure(s):

- **Measure 50205.02.01**

Historic rehabilitation projects completed

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 250 (FY2005)

Measure Target: 275 (FY2007)

Measure Source and Calculation:

Agency records on historic rehabilitation projects completed and certified as meeting Secretary of Interior Standards to qualify for state and/or federal rehabilitation tax credits.

- **Measure 50205.02.02**

Private dollars invested in historic rehabilitation projects

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: \$205 million (FY2005)

Measure Target: ≥ \$200 million (FY 2007)

Measure Source and Calculation:

Agency records on the monetary value of rehabilitation projects completed and certified as meeting Secretary of Interior Standards.

- **Measure 50205.02.03**

Total number of historic preservation easements

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 384 (FY 2005)

Measure Target: 500 (Calendar 2007)

Measure Source and Calculation:

Agency records on easement donation

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

- **Measure 50205.02.04**

Agency 30-day response rate for state, federal, and local project review

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: 91% (FY2005)

Measure Target: ≥90% (FY 2007)

Measure Source and Calculation:

Percentage of agency responses that comply with the 30-day federal response requirement.

Agency project review tracking database.

Objective 50205.02 Has the Following Strategies:

- Prepare and distribute information for prospective easement donors
- Provide training and technical assistance to prospective easement donors
- Hold regular easement committee meeting to evaluate easement offers
- Present easement offers to for consideration by the Board of Historic Resources at their quarterly meetings
- Monitor easements currently held by the Board and provide technical guidance to assist owners in long-term care and management

Objective 50205.03

To improve the high quality, quantity, and use of historic resource inventory products and services

DHR is charged with collecting, managing, analyzing, and sharing information on historic resources for a wide variety of customers and purposes. The primary repository of such information is the agency's archive of nearly 6000 cultural resource management reports and inventory records on 175,000 historic properties and districts. These numbers grow every year. New information is added about individual properties; buildings or sites are occasionally destroyed; the results of new surveys are added both to the inventory and to the collection of reports. The objective reflects DHR's commitment to maintain and manage that information for maximum security, and accessibility making the paper records available on-site to customers, to incorporate as much data as feasible into database and geographic information system formats, and to make that digital data available to planners and decisionmakers consistent with the combined responsibilities of security and access. An essential part of this objective is to continually increase the quantity and quality of information available electronically.

This Objective Supports the Following Agency Goals:

- Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth
- Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work

This Objective Has The Following Measure(s):

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

- **Measure 50205.03.01**

Backlogged architectural records entered into DHR historic resource database

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: 4,694 architectural records have not been entered into DSS.

Measure Target: Enter 50% of backlogged records annually for each of the next 2 years.

Measure Source and Calculation:

Agency data-entry tracking records.

- **Measure 50205.03.03**

Customers served by DHR archives and research services

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 5360 (FY2005)

Measure Target: ≥5400 (FY2007)

Measure Source and Calculation:

Agency visitor logs and research service records.

Objective 50205.03 Has the Following Strategies:

- Convert DHR-DSS from Oracle/CrystalReports/Java/Jrun to Microsoft.Net platform
- Contract for data-entry and scanning projects

Objective 50205.04

To advance state leadership by example in the stewardship of state-owned historic properties

Public agencies of the Commonwealth own and operate a wide range of lands and facilities that include historically significant archaeological sites, buildings, structures, cemeteries, monuments, bridges, etc. It is incumbent on state agencies as the trustees of these public assets to identify, evaluate, and manage these resources in a way that is consistent with good stewardship and public policy. This objective represents DHR's commitment to assist and encourage state agencies in carrying out their historic preservation and stewardship responsibilities.

This Objective Supports the Following Agency Goals:

- Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work

This Objective Has The Following Measure(s):

- **Measure 50205.04.01**

State-owned historic properties added to the Virginia Landmarks Register

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 14 total (FY 2002); 44 total (FY2005)

Measure Target: 53 (FY2007)

Measure Source and Calculation:

Agency registration records.

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

Objective 50205.05

To increase knowledge and appreciation of Virginia's historic assets and how to use them

In order to preserve and use historic resources for economic, educational, and cultural benefits, public and private decision-makers, educators, property owners, and citizens at large need to know about historic resources, why they are important, and how to use those resources effectively. DHR approaches these needs through targeted training to different groups in such things as how to conduct historic resource surveys, how to work through the state and federal review processes, how to register a historic places, and how to use historic places to teach various science, math, and social studies SOLs. DHR also conducts or sponsors broader educational programs that use historic places to teach about various aspects of Virginia history from 16,000 years ago to current events.

This Objective Supports the Following Agency Goals:

- Sustain and support communities, organizations, and agencies at all levels in their efforts to make historic resources a viable part of our environment well into the future
- Practice good stewardship, including good care and management and effective use of the information, records, and artifacts that the department holds in trust for the citizens of the Commonwealth
- Get the word out about the value of historic resources in educational and economic success and the tools available to put resources to work

This Objective Has The Following Measure(s):

- **Measure 50205.05.01**

Participants trained by DHR training programs or classes

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 2,473 (FY2005)

Measure Target: ≥2,000 (FY2007)

Measure Source and Calculation:

Agency records compiling data on audience reached through targeted, DHR-sponsored or co-sponsored training workshops, conferences, and other events about historic resources and the tools available to help meet private and public preservation objectives as well as legal requirements for considering historic resources in public decision-making

- **Measure 50205.05.02**

Participants reached by DHR environmental education programs

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 25,405 (FY2005)

Measure Target: ≥15,000 (FY2007)

Measure Source and Calculation:

Agency records compiling audience reached through educational lectures, exhibits, conferences, or other programs and events coordinated, sponsored or cosponsored by DHR. Target is based on availability of resources (staff/funding), performance is further leveraged through the use of partnerships, grants, and other one-time funds.

Service Area Plan

Department of Historic Resources

Historic Resource Management (50205)

- **Measure 50205.05.03**

Historical highway markers approved for placement on Virginia's Highways

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 2100 historical highway markers total; 66 new or replacement markers approved (FY2005)

Measure Target: ≥25 (FY2007)

Measure Source and Calculation:

Agency board meeting minutes. Most new markers are sponsored by private organizations. Replacement marker funding has ended resulting in lower targets for the next biennium.

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

Service Area Background Information

Service Area Description

This service area provides support for the agency to carry out its mission in the following areas: General Agency Management, Human Resources, Grants Administration, Procurement, Payroll, Budgeting, Financial Reporting, and Accountability.

Service Area Alignment to Mission

This service area aligns itself to the agency mission by providing agency employees the support it needs to put history to work through the identification, recognition, and preservation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources for the use and enjoyment of our citizens and communities.

Service Area Statutory Authority

As part of the Executive Branch the finance and central agencies have powers under law. Policies issued by these agencies constitute Administrative Services State Requirements.

Service Area Customer Base

Customer(s)	Served	Potential
Agency Employees	49	52
Grantees	230	300
Other governmental agencies	25	30
Public	755	800

Anticipated Changes In Service Area Customer Base

Nonstate grantees will change by the number of grantee's services in any given fiscal year. If decision packages are approved, there will be 3 additional full time employees added to customer base. There is also anticipated increases of customer service to the public as enhancements are made to DSS and the Archives, there will be an increase to the volume of invoices and collections for fees in these areas.

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

Service Area Products and Services

- Agency Management

The DHR Director is appointed by the Governor to serve as the State Historic Preservation Officer for the purposes of carrying out the National Historic Preservation Act of 1996, as amended. The Director provides agency leadership and decision making on all operational and program matters.

Administrative Support

- Provides advice on compliance issues
- Administers agency fleet
- Ensures compliance by maintaining policies, conflict of interest data, records retention

Human Resources

- ☐ Implements an effective workforce plan utilizing accurate and timely workforce data. Attracts and retains qualified workforce by strategically using existing human resource management flexibilities, pay practices and benefits. Plans, develops, implements and manages all recruitment and selection activities.
- ☐ Administers the agency's performance management program. Provides opportunities or plans for employee development.
- ☐ Ensures agency compliance with state and federal directives, such as: Conflict of Interest, FLSA, Records Retention Management, EEO and Compensation.
- ☐ Handles all grievance and complaint activities.
- ☐ Provides training as needed; and ensures staff is proficient.

Grants Administration

National Park Service – Historic Preservation Fund Grant

- ☐ Prepares the annual application, interim reports and year-end report.
- ☐ Prepares the annual HPF work plan for submission to the National Park Service (NPS) based on input from the senior team. Monitors and reports DHR progress vs. goals.
- ☐ Monitors grant receipts, expenditures and federal cash to ensure compliance with state and federal guidelines.
- ☐ Reviews annual application certifying compliance with NPS-49, evaluates funding requests based on established guidelines, establishes/maintains documentation, provides grantee training on fiscal/administrative aspects of the Certified Local Government (CLG) grants, reviews CLG reimbursement requests for compliance with established guidelines, obtains appropriate documentation and approvals before issuing payment.
- ☐ Ensures salary costs are appropriately charged, maximum allowable reimbursements are promptly collected and grant charges are internally consistent and replicable by state and federal auditors.

Cost Share and Threatened Sites

- ☐ Monitors the Cost Share and Threatened Sites fiscal activities. Requests NGF appropriations, carry forward requests, with program staff.

General Assembly non state agency grants

- ☐ Provides program interpretation and application ensuring compliance with state

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

Service Area Products and Services

requirements.

- ☐ Documents grant activities and maintains database.
- ☐ Evaluates annual appropriations and prepares budget entries. Submits documents to Secretary of Finance for approval of match documentation.
- ☐ Establishes payment schedule and responds to grantee, agency and legislator inquiries.

Procurement

- ☐ Manages DHR's procurement of goods and services, as follows: determines appropriate procurement method for each request, through the review of technical specifications, delivery requirements, availability, and cost; reviews and approves emergency and sole source procurement within established limitations; establishes and monitors term contracts; prepares and issues bid requests; conducts contract negotiations; ensures proper posting and publication of solicitations and awards; schedules and conducts prebid/proposal conferences and determines need for solicitation modifications; presides over sealed bid/proposal openings; evaluates bids/proposals for determination of responsiveness and responsibility; awards purchase orders, contracts and agreements; continually reviews procurement activities to streamline methods and negotiate better prices; prepares written policies and procedures; etc.
- ☐ Maintains and reviews procurement activities to assess the feasibility of contract development. Establishes and administers term contracts for goods and services using appropriate procurement methods.
- ☐ Monitors purchase order status, and initiates measures to expedite delivery, as necessary.
- ☐ Coordinates and maintains agency small charge card program.

Payroll

- ☐ Certifies DHR payroll. Reviews reports and determines appropriate coding changes. Reconciles classified timesheets and leave slips and ensures proper accountability to payments from general, federal or special funds.
- ☐ Ensures employee's salary, benefits, changes are properly reflected in statewide system and checks, w-2's, and related documents are provide timely to employees.

Budgeting

- ☐ Coordinates DHR's budget development process (annual and biennial). Assists managers in preparing, justifying, analyzing and controlling the biennial budget requests and annual operating plan.
- ☐ Monitors DHR budgets and expenses, prepares forecasts, estimates revenues, allocates resources and projects expenses working with budget managers. Analyzes financial data, existing operations and procedures, management requests, etc. and recommends funding strategies, efficiencies, opportunities, etc.
- ☐ Enters budget transactions into statewide systems and complies with all mandates from the Department of Planning and Budget
- ☐ Prepares legislative impact analysis and summarizes financial data, projections, and fluctuation analyses.

Financial Reporting

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

Service Area Products and Services

- ☐ Prepares agency financial statements, including year-end reconciliation and fluctuation reports required by the Department of Accounts (DOA).
- ☐ Reconciles non general fund and maintains records for state and federal audit and tracking purposes.
- ☐ Manages the agency's 1099 reporting per IRS requirements.
- ☐ Prepares the quarterly report and on line submission and annual financial schedule to DOA.

Fiscal

- ☐ Manages the daily accounts payable function ensuring agency compliance with State Comptroller requirements including prompt pay. Ensures all transactions are accurately coded and documented for accountability.
- ☐ Drafts agency financial policy and procedures to enhance agency operations.
- ☐ Ensure agency fiscal activities are in compliance with established policy. Reviews processes to look for ways to become more efficient and effective.
- ☐ Collects and accounts for incoming funds.
- ☐ Manages agency Fixed Assets, Leases, Inventory, Vehicles, and Insurance.

Accountability

DHR complies with rules and regulations sufficient to be audited annually by the Auditor of Public Accounts, by the Department of Accounts and periodically by the National Park Service. DHR meets all requirements of Governor's Management Scorecard which rates agencies on five essential management functional areas: Human Resources, Financial Management and Budget, Procurement, Technology and Performance Management.

Factors Impacting Service Area Products and Services

Changes in Governors may impact the products and services of this area. The Agency Head and at will employee's are funded under this service area.

Continued emphasis on accountability such as those requirements for private companies as outlined in the federal Sarbanes Oxley Act will impact this area by requiring more examination of internal controls. In addition, increases to scorecard requirements, eVa and Small, Minority and Women owned procurement mandates, State Comptroller initiatives and mandates, and continued awarding of nonstate agency grants will require additional and/or higher level skilled employee's to meet these demands.

Anticipated Changes To Service Area Products and Services

At will employee(s) may be added to the 59900 service area with the gubernatorial election in November of 2005. Customer service to nonstate grantees will change by the number of grantees services in any given fiscal year.

Service Area Human Resources Summary

Service Area Human Resources Overview

It has nine FTE's including the Agency Head, Confidential Assistant, General Administrative Office support, Director of Administration, Financial Services Specialists, Procurement Officer and Human Resource Officer.

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

Service Area Full-Time Equivalent (FTE) Position Summary

Effective Date:	7/1/2005
Total Authorized Position level	9
Vacant Positions	1
Non-Classified (Filled).....	0
Full-Time Classified (Filled)	8
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	1
Total Human Resource Level	9

Factors Impacting Service Area Human Resources

This service area administers human resources for the agency. Agency FTE increases also increases the workload of the Human Resources Officer with demands for additional training, benefit administration and other duties. As noted in other areas, at will employee's could be added to this area. Also, increasing mandates, accountability and grant funding are requiring a higher level and quantity of qualified employees in Administrative Services. Alternate work schedules, cross training and pay factor options have been utilized and will continue to be explored to continue to meet requirements and minimize agency risk of non compliance.

Anticipated Changes in Service Area Human Resources

To maximize efficiency, it is anticipated that that DHR will need restoration of the Fiscal Officer. The position is now part of the responsibilities of the Director of Administration, but requirements of the position are increasing due to the factors noted as impacting HR. Restoration of this will potentially be accomplished during the next biennium through the amendment process or reorganization supplemented by part-time personnel during peak periods.

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

Service Area Financial Summary

Administrative Services consists of General Agency Management , Human Resources, Procurement, Fiscal, and Grants Administration. 90% of Administrative Services Appropriation is general fund, 10% federal funds.

The general fund base was adjusted to transfer service area funding of \$400,000 from Administrative Services to service area 50205 to reflect current agency operations due to change in methodology for rent payments and salary reductions during previous budget reductions. This was offset by increase in funding per Department of Planning and Budget addenda for fringe benefit, salary and other changes. In non general funds, the increase was due to capture of agency indirect cost recoveries per recent approved Indirect Cost Proposal with the U. S. Department of interior and the Department of Planning and Budget changes noted previously.

The Department is also responsible for payment of funds to the Virginia Horse Center Foundation, (Title 3.1, Chapter 4.6. Code of Virginia). These payments were \$890,000 in FY 2005 and \$900,000 in FY 2006. Funding for these payments are included in the Appropriation Act under Central Appropriations, (Agency 995) and are transferred by the Department of Planning and Budget to the Department's administrative services service area (59900) for disbursement. This funding is not included in the agency 423 budget for 59900.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$1,062,487	\$127,575	\$1,062,487	\$127,575
Changes To Base	(\$343,783)	\$52,558	(\$343,541)	\$52,558
SERVICE AREA TOTAL	\$718,704	\$180,133	\$718,946	\$180,133

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

Service Area Objectives, Measures, and Strategies

Objective 59900.01

Compliance

DHR will comply with all state laws and regulations, ensure that the agency maintains a solid internal control framework and procedures to safeguard against the loss or inefficient use of Commonwealth assets, and records financial transactions properly.

This Objective Supports the Following Agency Goals:

- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

This Objective Has The Following Measure(s):

- **Measure 59900.01.01**

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 2004 Auditor of Public Accounts Report dated July 1, 2003 through June 30, 2004.

Measure Target: 0 audit findings reported by the Auditor of Public Accounts.

Measure Source and Calculation:

Annual reports from Auditor of Public Accounts. Review of Annual Audit Report.

- **Measure 59900.01.02**

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: Report issued by the State Comptroller, dated June 10, 2005, rating Exceptional.

Measure Target: Exceptional rating in Comptroller's disbursements review

Measure Source and Calculation:

The measure is based on the results of the annual disbursements review performed by the State Comptroller which determines compliance with the management standards, state policies and procedures of the CAPP manual and other relevant criteria.

- **Measure 59900.01.03**

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: FY2005 year to date is 96%

Measure Target: 95% or greater purchases will be made through eVA.

Measure Source and Calculation:

Accumulated totals of qualifying expenditures per the eVa dashboard will be monitored for compliance.

Service Area Plan
Department of Historic Resources
Administrative and Support Services (59900)

Objective 59900.02

Efficiency

DHR will provide for the most effective and efficient resources.

This Objective Supports the Following Agency Goals:

- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

This Objective Has The Following Measure(s):

● **Measure 59900.02.01**

Prompt Pay Compliance

Measure Type: Outcome **Measure Frequency:** Quarterly

Measure Baseline: FY 2005 baseline was 99.6%

Measure Target: Greater than 95% for 2007 and 2008.

Measure Source and Calculation:

Department of Accounts reports of prompt pay compliance. The percent of total dollars paid within 30 days and the number of transactions paid within 30 days.

● **Measure 59900.02.02**

Effective Collections

Measure Type: Outcome **Measure Frequency:** Quarterly

Measure Baseline: New measure, baseline data not available. Baseline will be established using FY2006 data.

Measure Target: 95% of accounts receivable will be less than 60 days past due.

Measure Source and Calculation:

DHR will collect accounts receivable within 60 days or less.

Objective 59900.03

Effective Human Resource Management

DHR will maintain an effective workforce.

This Objective Supports the Following Agency Goals:

- Provide leadership, resources, expertise, information and tools necessary for effective performance by DHR personnel

This Objective Has The Following Measure(s):

Service Area Plan

Department of Historic Resources

Administrative and Support Services (59900)

- **Measure 59900.03.01**

Employees have appropriate skills

Measure Type: Outcome

Measure Frequency: Every Six Months

Measure Baseline: New measure, baseline data not available. Baseline will be established using FY2006 data.

Measure Target: 40 hours per year per employee.

Measure Source and Calculation:

Number of hours of training reported to DHRM per employee

Objective 59900.03 Has the Following Strategies:

- Employees will work with supervisors to accurately update their Employee Work Profile to ensure adequate training is documented and scheduled.
- Human Resources will monitor training quarterly and advise employees of deficiencies.

Objective 59900.04

Management Scorecard

To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

This Objective Has The Following Measure(s):

- **Measure 59900.04.01**

Percent of Governor's Management Scorecard

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 100%

Measure Target: Meets Expectations in all categories.

Measure Source and Calculation:

The data source is the Governor's Management Scorecard marked as meets for the agency.